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# User Adoption of SharePoint Document Management System

Master Thesis

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# User Adoption of SharePoint Document Management System

*“How to move users from File Server to  
SharePoint Document Management  
System”*

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Master Thesis

UNIVERSITY OF OSLO

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Moving users from File Server to SharePoint Document Management System

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# Abstract

Most computer users are familiar with the way that documents are stored on File Server. With ever increasing amount of documents and requirements on storage and access, management of documents becomes one of the most important areas that organizations are focusing on. Several improvements for storing and accessing files have been introduced in the latest years. Microsoft SharePoint is one of the new solutions to collaborate and SharePoint Document Management is possibly taking over the traditional File Server in many organizations. However, the use of this new technology seems to be lagging behind. To understand what influences the adoption of SharePoint Document Management System and be able to use this information can contribute to a better implementation and wider use of the system. User adoption of SharePoint Document Management System is studied in this thesis.

The research was done through a case study. The data was gathered with qualitative interviews and observations. 16 interviews were conducted and these interviews with users were transcribed and analyzed. The results indicate that not all users are keen to use SharePoint because of lack of encouragement, information, skills and training. An adoption plan using Rogers' Innovation Decision Process and based on the theory and findings, was suggested with the purpose of moving users to SharePoint from File Server.

In order for an organization to successfully implement SharePoint Document Management System, understanding of potential adopters and the factors that influence their adoption decision is important. The findings indicate that perceived benefits and training are main variables in processing adoption. The study can contribute to understand users' behavior and has practical implications for organizations concerned with adoption of a new technology.

**Keywords:** *SharePoint, Document Management System, Diffusion, Adoption, IT Innovation, User Adoption, File Server, Document Management, Use of SharePoint, System Transition, Critical Mass, User Resistance.*

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I hope my thesis will be useful for further research in this area.

Kind regards,

Mai Burner

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# 1 Introduction

As the amount of documents is being increased rapidly in business, it is necessary that these documents are preserved in a most effective way. Organizations, with the aid of document management, aim to realize their goals of working effectively, saving time and cost in order to enable right access to the right documents at the right time.

This master thesis will look closely at Microsoft's SharePoint Document Management in terms of use from the users' perspective compared to the traditional File Server. The overall goal is to form a suitable adoption plan that will be a guide to move users from File Server to SharePoint Document Management System.

This chapter begins with a brief introduction to the background of thesis. Together with the introduction, the main and sub-questions are stated and explained. Besides this, the scope of the thesis and the expected results also are discussed.

## 1.1 Background

With the drastic increase of documents in business, a reliable document management system is essential. Many organizations are working continually to improve the system to handle their documents. The potential weak link may be the human element and therefore, getting users to use the system properly and effectively is an issue that organizations are focusing on.

SharePoint is a huge and complex platform that has been expanded a lot during recent years. SharePoint Document Management System has been chosen by many companies to handle their documents, but how it is implemented and how to get employees using it happily instead of their old system are interesting themes to study.

The motivation for this research is from the growing importance of the topic in my own working place, as well as in Microsoft SharePoint development. Microsoft is claiming that SharePoint is the fastest growing product in the company's history and according to Information and Image Management (AIIM), one in two organizations are using SharePoint server. This concludes that the platform could be quite stable. However, it is noticed that the use of Document Management System is the challenge that is faced by many organizations. One of the biggest issues is user adoption (AIIM, Report 2012). Many employees prefer not

to use it if they have a choice, and they return to their old system whenever they have a chance. Hence, it becomes very important for organizations to find a good adoption process for the system.

In this research, I only focus on moving users from File Server to SharePoint Document Management System.

## 1.2 Research question

Introduction of a new Document Management System imposes changes on users in many areas: the way of working with documents, location of storage, collaboration and knowledge. Change management is critical to successful implementation of the new system. Management support, employees' involvement, communication and training are important factors in managing these changes to minimize user resistance. With the focus on transition from File Server to SharePoint, the main research question is therefore formulated as following:

*“How to move users to SharePoint Document Management System from the traditional File Server?”*

## 1.3 Sub-questions

The goal is to answer the main research question at the end of this research. This question might be complicated because it involves many areas and therefore, I would like to break down it into several sub-questions. These sub-questions are about the most interesting areas for my study. In Table 1, the sub-questions are listed, together with a rationale for each question.

	Sub-question	Rationale
1	<i>What is Document Management?</i>	Clarifying the concept of Document Management System is important in order to make a decision of how the system should be built
2	<i>How do users resist change from File Server to SharePoint Document</i>	Understanding users' behavior is important to manage the resistance

	<i>Management System</i>	
3	<i>What is user adoption?</i>	Classification of users and their acceptance to a new system needed to be able to plan a transition
4	<i>How to reach the critical mass?</i>	It is important to identify the critical mass to achieve a self-sustaining viability

Table 1: Overview of sub-questions

## 1.4 Scoping

This thesis focuses mainly on the users of Document Management System. Users mean all organization's employees, external consultants and business partners who need access to the organization's documents. More specific, a selection of users will be interviewed in a case study. The focus lies on users who daily work with document management. I expect that in this case, SharePoint Document Management System is especially useful because its benefits and potential to increase the flexibility for organizations.

The technical aspects of SharePoint Document Management System are out of this scope, as I do not explain certain parts or the implementation of SharePoint Document Management System. It may be mentioned briefly. However, there is no research done in this area, as it is not in the scope of this thesis to the research technical step itself.

## 1.5 Thesis outline

This thesis proceeds as follows. First, a literature review (chapter 2) discusses related areas in the domain of Document Management and user adoption. In chapter 3 an overview of the research methods is given. The chapter gives a rationale for the chosen research methods also describes the data collection methods and data analysis technique. In chapter 4, the case organization is described. The analysis, discussions and the findings are presented in chapter 5. Finally, conclusions are presented in chapter 6.

## 1.6 Chapter summery

The background and motivation are described briefly in this chapter as an introduction in relation to both this thesis topic and the research. The introduction led to the formation of the research question: *“How to move users to SharePoint Document Management System from the traditional File Server?”*

This question will be answered with help of four sub-questions. The focus lies thus mainly on the users of SharePoint Document Management System. Technical aspects and improvements are out of the scope of this thesis. In general, the expected results are to be positive in a sense that SharePoint Document Management System could provide benefits to the users even though there are some challenges and issues. In the next chapter, I present relevant theory that is studied and used during the research.

## 2 Literature Review

In order to answer the research question, the sub-questions will be answered first. This chapter is organized around these sub-questions.

### 2.1 The concept of Document Management

Document Management can be defined in many ways. Sutton (1996) defines Document Management as the process of overseeing an enterprise's official business transactions, decision-making records, and transitory documents of importance, which are represented in the format of a document. Sprague (1995) defines Document Management as “*creation, storage, organization, transmission, retrieval, manipulation, update, and eventual disposition of documents to fulfill an organizational purpose*”. Although different words are used in the definitions, the common meaning is that Document Management is the process of handling documents in such a way that information can be created, shared, organized and stored efficiently and appropriately.

For years, the most natural way for computer users has been storing documents in folders and folders in folders. Documents can be managed and classified in File Server. Files can be classified automatically by using file classification rules or manually by modifying the properties of a selected file or folder. Unfortunately, as the number of folders and documents grew over time, it became difficult to find things. Users may save the same document in two or more folders. As of result, some users may update one version while other users update the other version, and the document does not have all the updates. Even if someone notice the problem and identifies each copy, the task of consolidating the versions back to a single version of the truth can be difficult if not impossible. Sutton (1996) states that the increased volume of document production, publication, and corporate-wide distribution through e-mail systems and workstation-based file managers has aggravated problems in document security, control, tracking, and retrieval.

Microsoft's SharePoint offers several functions for document management, including version management, better search functions, metadata attaching to documents, group work support, document accepting process, archiving, etc.

Different organizations manage their documents in different ways, and different users may manage documents differently. How a Document Management System in an organization should be depends on how it will be used. Organizations need to sort out how their documents should be managed. In other words, they need to classify the system and make it for their own use. Bowker and Star in “Sorting things out” show that different organizations use the same system in different ways and for different purposes. They emphasize that classifications always serve more than one purpose or group, and therefore must allow for flexibility and interpretation. The system should be open to creative input from the users of the systems. And to look at classification systems, Bowker and Star show the sensitiveness of what is left unclassified, what falls into the vagueness and confusion of the “other” category. *“Classification systems always have other categories, to which actants (entities or people) who remain effectively invisible to the scheme are assigned”* (p 325). They further assert that no classification system is perfect. There will always be elements, which do not slot neatly into a category because of the inadequacy of the system and not a reflection of the element.

To make most benefits of Document Management System, organizations need to have a document strategy. A document strategy ensures that an organization can find, use and keep information with agility and effectiveness. A clear strategy makes it able to create a base line assessment. Craine (2010) gives a handy guide for implementing a digital document strategy in organizations. He gives an overview of how the document strategy model must be molded to meet the needs of users and organization. Craine emphasizes the importance of examining the types of documents created and the individuals who use them before looking at technological solutions. He also emphasizes that different organizations require different document strategies. The process of designing a document strategy must be comprehensive and manageable enough to ensure that nothing important is overlooked.

The advantage of understanding the basics of a document management system is the start to ensuring that the implementation is successful. Sutton (1996) has clearly defined and simplified the principles of document engineering and management. He gives a set of proven techniques and methods for planning, building, and maintaining automated systems for fast and efficient storage and retrieval of documents. Moreover, with the help of numerous case studies, he has showed the way to avoid common pitfalls and how to overcome frequently encountered obstacles. Following are his “hands-on guide” for planning and implementing of Document Management System:

- Clearly define the goals and uses of Document Management System
- Assessment of expected risks, costs and benefits
- Outline documents' life cycle and framework for rolling out Document Management System
- Identify available software products and evaluate the functions and features

## 2.2 User Resistance to a new system

Organizations will be facing many challenges when investing in implementation of a new system. The challenges may be the difficulty of the system, lack of resources, lack of knowledge and user resistance (Suwardy, Ratnatunga, & Sohal, 2003). Of these challenges, user resistance is becoming more significant than ever before because the system cannot be effective or enhance productivity if it is not being used. According to Brod (1982), resistance is costly because it delays schedules, decreases performance, and limits productivity of all work to reduce profitability.

Adams, Berner, and Wyatt (2004), in their study emphasize that users may have unwanted actions because of their unwillingness to accept the new system. This includes badmouthing the system, fear of job, not using the new system and continuing to use the old system. Those who are responsible for system implementations should recognize that user resistance can leads to system failure (Adam, Berner and Wyatt, 2004).

In Brod's study (1982), a secretary started feeling unsure and irritable when getting information about a word processing system would be install in her office. She worried about whether or not she had skills and her relationship with her boss. According to Brod, she lost interest in her work and thought about leaving her job.

Miles (2013) states that one of the biggest ongoing issues is challenge around user adoption. According to Miles, expectations start very high but it can take several years before a Document Management project can really be deemed a success. "*SharePoint is no exception*". In his survey of information managers, 61% of the respondents reported that the expectations have not been met or that progress has ground to a halt. Indeed, 7% feel it has been a failure (Miles, 2013).

Users, who have been using the traditional File Server (or any other systems), will not adopt SharePoint overnight. They may feel like they weren't asked and didn't ask for the change and become defiant about the implementation of SharePoint (AIIM, Report 2012). Questions such as "Why new system when the old one is working perfectly" would mentality tend to drive users back to the old File Server.

A lack of involvement, explanation, training and programs developed to build understanding and enthusiasm before, during and after deployment cultivates disbelief in projected advantage and resistance. In the same report of 2012, AIIM showed that only 8% of implementation decisions were made by users while 68% by IT teams. Users are often omitted from defining needs and expectations. This leads to low user adoption and engagement rates.

Users' habits and conservative also cause resistance. This can see in the "journal" of deployment a new SharePoint eInfrastructure in NorthOil (Hepsø, Monteiro and Rolland, 2009). As a multinational oil and gas company, they have a large number of challenges within storing and managing digital data, models, maps, and visual and numerical analyses of sub-surface resources covering the 34 countries in which it operates for 25.000 employees in different locations. SharePoint has been implemented to solve problems, replicate and supplant both the specialized systems that have grown up in various professional and organizational niches within the company and the patches and compromises that have been worked out to move between them. Hepsø et al. point out that SharePoint has brought positive changes to informational and organizational practice at NorthOil. Their story is *"the tension between implicit and explicit top-down demands for tighter integration embedded in the SharePoint eInfrastructure and how these unfold dynamically against the persistent, bottom-up reliance on niche systems and micro-practices of commensurability"*. But they notice the stubbornness and stickiness, i.e. *"instead of searching SharePoint, users tend to go back to the old Lotus Notes databases, since this is still a place with a large amount of historical information"* (Hepsø et al., 2009).

## 2.3 Technology adoption life cycle

Within this study, three different terminologies are considered: diffusion, adoption and IT innovation. The notion of diffusion is often associated with effort to spread innovation to a



greater audience using communication channels, while adoption is often associated with the decision to accept and use the innovation. Innovation is associated with something new, such as ideas, artefacts or products (Rogers, 2003). In this thesis, new IT system, more specific a new SharePoint Document Management System is considered as the notion of IT innovation.

There are different definitions of adoption of innovation. Rogers (2003) defines adoption as the physical acquisition of technical artefacts or a commitment to implement innovation with the emphasis being on the decision to adopt. In their works, Thong & Yap (1996) define adoption of IT as using IT to support business, similarly with using innovation as intended by Bøving & Bøker (2003). People adopt technology differently. Some individuals adopt new technologies more naturally than others (Leonard-Barton and Deschamps, 1988). Rogers (2003) defines the adopter categories as *“the classifications of members of a social system on the basis of innovativeness”* (p. 22). This classification includes innovators (risk takers), early adopters (decisive), early majority (cautious), late majority (skeptical), and laggards (most resistant to change).

Employees as a group cannot be categorized as only one of these types, but probably all of the mentioned categories can be identified among employees. Some are willing to adopt a technology and some are not. Work motivation can be a key factor, which influences the extent of which an individual will adopt a new technology. Leonard-Barton and Deschamps (1988) describe that individuals who are high performers, or perceive themselves to be high performers, are more likely to adopt a new technology, which improves their work results.

Rogers (2003) also defines adoption as a decision of *“full use of an innovation as the best course of action available”* and rejection is a decision *“not to adopt an innovation”* (p. 177). and diffusion as *“the process in which an innovation is communicated thorough certain channels over time among the members of a social system”* (p. 5). According to him, the four key components of the diffusion are innovation, communication channels, time, and social system.

The innovation adoption process has been divided in different ways. Palen and Grudin (2003) divides it into two steps, the decision to begin using a technology (adoption) and making the technology available (deployment). Earlier, Zaltman et. al. (1973) have divided the process into initiation and implementation stage. Rogers (2003) noted that all activities until the decision is made to adopt are mental activities and the implementation requires physical

activities. It is not enough that the use of IT is only accepted or decided upon without any physical implementation. In this thesis, Rogers' adoption process seems most appropriate for the case study and the research. Therefore, I choose to use his model to make a suggestion for the case organization in chapter 5. Rogers' Diffusion of Innovation is also one of the most used traditional models when implementing new technologies in an organization (Venkatesh et al. 2003). However, it is criticized due to its assumptions that the innovation is desirable for the community and that not adopting an innovation is considered resistance to change (McMaster & Kautz, 2002). As McMaster and Kautz (2002) argue, not every innovation is desirable, adopting an innovation is not always the best decision to make, and diffusion of IT involves many factors both technical and social in nature.

Rogers' (2003) model consists of five phases: Knowledge, Persuasion, Decision, Implementation and Confirmation. Potential adopters of a technology progress over time through five stages in the diffusion process (figure 1). First, they must learn about the innovation (*knowledge*); second, they must be persuaded of the value of the innovation (*persuasion*); they then must decide to adopt it (*decision*); the innovation must then be implemented (*implementation*); and finally, the decision must be reaffirmed or rejected (*confirmation*).

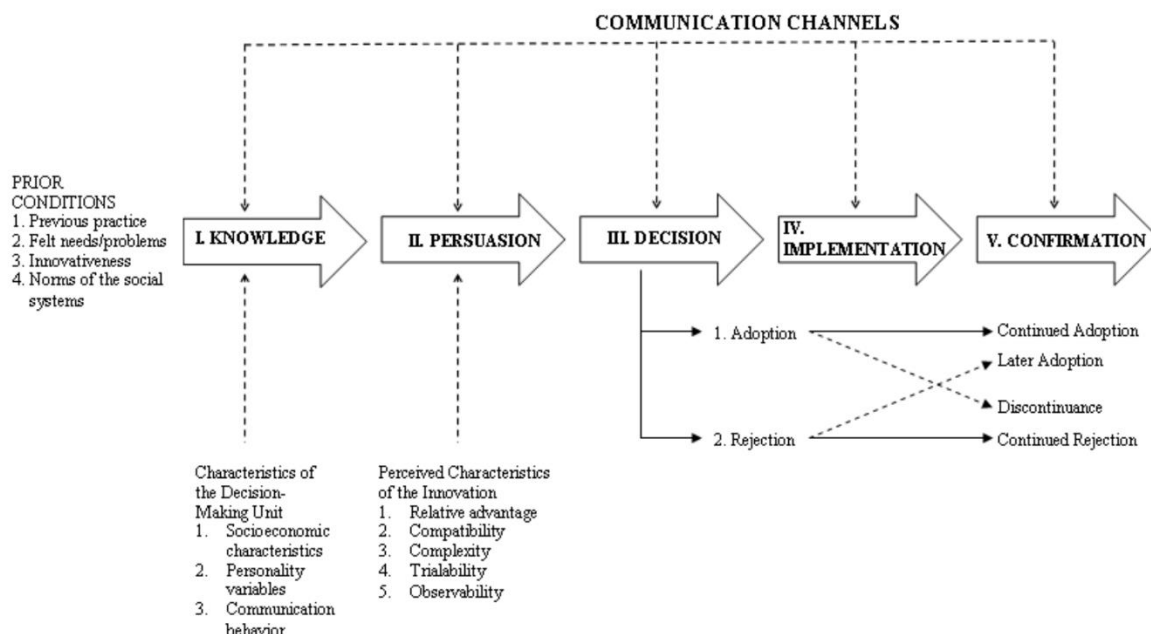


Figure 1: A Model of Five Stages in the Innovation-Decision Process (Everett M. Rogers, Diffusion of Innovations, 5th ed., 2003 by The Free Press, p. 170)

- The Knowledge Stage: The innovation-decision process starts with the knowledge stage. In this step, an individual learns about the existence of innovation and seeks information about the innovation. “What?”, “how?” and “why?” are the critical questions in the knowledge phase. During this phase, the individual attempts to determine “*what the innovation is and how and why it works*” (Rogers, 2003, p. 21).
- The Persuasion Stage: The persuasion step occurs when the individual has a negative or positive attitude toward the new technology, but “*the formation of a favorable or unfavorable attitude toward an innovation does not always lead directly or indirectly to an adoption or rejection*” (Rogers, 2003, p. 176).
- The decision stage: The decision stage is when the individual chooses to adopt or reject the new technology. While adoption refers to “*full use of an innovation as the best course of action available*”, rejection means “*not to adopt an innovation*” (Rogers, 2003, p. 177). Rogers states that most people will try the new technology on a trial basis before adopting it. This way they know how useful it will be to them and learn to use it.
- The implementation stage: The implementation stage occurs when a new technology is put into use. The implementation stage can be easy when users are aware of how to acquire the new system and how to receive technical support and training.
- The Confirmation stage: The Confirmation stage is when the users look for support for their decisions. With other words, the users re-evaluate their decisions. According to Rogers (2003), this decision can be reversed if the users are exposed to conflicting messages about the new technology. However, the users tend to stay away from these messages and seeks supportive messages that confirm their decision.

## 2.4 Critical Mass

Critical mass, in physics, is that amount of radioactive material necessary to produce a nuclear fission explosion (Wiki). In the diffusion/adoption process, critical mass is the “*point at which enough individuals in a system have adopted an innovation so that the innovation's further rate of adoption becomes self-sustaining*” (Rogers, 2003, p. 343). According to Damsgaard

and Lyytinen (1998), critical mass is seen as an independent variable that affects one's decision to adopt a new technology.

The theory of critical mass was first developed by Oliver, Marwell, and Teixeira in 1985 to integrate theories of collective action. The concept of critical mass helps to define the conditions under which certain reciprocal behaviors become self-sustaining (Markus, 1987). In the book "Diffusion of Innovation", Rogers (2003) offers an extensive analysis of the concept of critical mass, as well as several examples of how the concept may best be put to use. When the critical mass is achieved, the innovation (or a belief paradigm) can be spread to the rest of the social system.

To achieve the critical mass, a sizeable number of individuals must commit to use the technology. According to Oliver et al., this is more likely to happen if "*A positive correlation between interests and resources*" exists because "*it increases the probability of there being a few highly interested and highly resourceful people who are willing and able to provide the good for everyone*" (Oliver et al., 1985). Markus adds that heterogeneity in interests and resources is believed to affect the probability, extent, and likelihood of collective action because it provides some individuals with a greater likelihood of benefiting, and therefore with more incentive to act, than others.

The concept of the critical mass implies that outreach activities should be concentrated on getting the use of the technology to the point of critical mass. According to Rogers (2003), the efforts should be focused on the early adopters in the system to adopt a new technology after the innovators have introduced the system. The early adopters are often opinion leaders, and serve as role-models for many employees of the departments. Early adopters are instrumental in getting an innovation to the point of critical mass, and hence, in the successful diffusion of an innovation. Rogers (2003) states that "*a small number of highly influential individuals who adopt a new idea may represent a stronger critical mass than a very large number of individual adopters who have little influence*".

Following are strategies that Rogers outlines for an innovation to reach the critical mass:

- Target highly respected people for initial adoption
- Communicate the inevitability of adoption and the impending occurrence of critical mass

- Inject an innovation into a group of individuals who would readily use an innovation.
- Provide positive reactions and benefits for early adopters of an innovation.

## 2.5 Chapter summery

Document Management System offers features that include storing/uploading of documents/files; version control; organization of documents in different ways; search and retrieval based on indexing techniques and advanced.

Building a Document Management System is to provide a standard way to manage documents in organizations is a long process. Planning and implementing based on organizations document strategy and having clear user adoption process would be the most important success factors of the project. A document strategy is vital because it monitors, directs and improves document systems and can ultimately determine the real value of the information you have gathered and the technology used to collect it.

One of the biggest ongoing issues is challenge around user adoption. The critical mass needs to be reached so the user adoption process can go easily. When a new system is used by innovators and early adopters (about 15-20 percent of users), it has the critical mass to spread on its own. With other words, it is better to focus on maintaining adoption with the earlier users. Once they start to demonstrate how valuable the system is—the tipping point—then the rest will most probably follow.

The literature review revealed that for the effective implementation of a new system, user involvement is very important for optimal success. For the diffusion of new system, organizations must setting realistic expectations, management support, training, empowerment, and motivation to help eliminate the fail.

## 3 Research Methods

This chapter describes the methodology used to do this research. The thesis is organized in three parts. First, the literature review was done with both relevant subjects in Document Management, users' classification and behaviors related adoption to a new system/technology. It gives an initial understanding of the research's purpose and content. Second, data collection that covers the research is conducted through interviews with people from a case organization, who are working with document management. The purpose with the interviews is to develop deeper insights into the challenge of moving users to SharePoint. Finally, the insights from the empirical studies are analyzed and combined with the initial literature review, which lead to the answers of the research question.

Besides the research procedure, I will also present data analysis techniques and the resources used to conduct this research. In addition, my role will be presented as the case study takes place at my working place.

### 3.1 The qualitative research

Qualitative approach is a scientific method that describes how researchers go about answering their scientific issues (Ringdal, 2013). While quantitative research provides a description of reality based on figures, tables and large units, qualitative research describes reality via few units and written descriptions.

The purpose of the research is to interpret and describe the interviewees' experience of SharePoint Document Management System as a new way of managing their documents and their experience of moving away from the File Server, which they have been using for years. Since I'm not looking for how many have used SharePoint Document Management System and how well the system works, but what the company has done to get users to use SharePoint and how they have experienced it, is the main reason why I choose qualitative method.

Unlike the quantitative method, that seeks broad knowledge and aims to convey explanations, qualitative method's seeking depth knowledge. Qualitative method intends to capture opinions and experience that can't be measured with numbers. The qualitative method aims to bring out the cohesion and unity. Qualitative method is based on theories of interpretation (hermeneutics) and human experience (phenomenology). The method includes various forms

of systematic collection, processing and analysis of material that conversation, observation or written text (Kvale and Brinkmann, 2012). According to Myers (1997), qualitative research involves the use of qualitative data, such as interviews, documents, and participant observation, to understand and explain social phenomena.

In my research, I will seek knowledge about human experience, expectation and attitude towards SharePoint Document Management System.

*”Qualitative research is a method of inquiry employed in many different academic disciplines, traditionally in the social sciences, but also in market research and further contexts. Qualitative researchers aim to gather an in-depth understanding of human behavior and the reasons that govern such behavior. The qualitative method investigates the why and how of decision making, not just what, where, when. Hence, smaller but focused samples are more often used than large samples.”* ([http://en.wikipedia.org/wiki/Qualitative\\_research](http://en.wikipedia.org/wiki/Qualitative_research))

Since qualitative method is chosen, I will take a closer look at the disadvantages and benefits using it to ensure that it suits my research.

### **3.1.1 Disadvantages of qualitative method**

It has been questioned whether qualitative method is a valid way to scientific knowledge and if knowledge obtained this way can keep scientific goals, because it doesn't have statistical approaches.

One of the main critical challenge the qualitative method faces is that data generated as a result of using qualitative methodology are highly subjective and that findings are overly reliant on the researcher's subjective view of what is relevant. In this study it is the users' subjective view that is of interest.

Due to the individual, subjective nature of qualitative data, it is often inappropriate or not even possible to make predictions for the wider population (Miles & Huberman, 2014). It can be lengthy to analyze, and due to the open ended approach used in qualitative research it can be difficult to test hypothesis. Depending on the research philosophy, qualitative interviews may face further criticism, such as that the qualitative interview does not test hypotheses but is only explorative and thus not scientific from a positivist viewpoint (Kvale and Brinkmann, 2012).

A big disadvantage of the qualitative method is that it demands a lot of time and resources. The same applies also the quantitative method. Researchers spend a lot of time collecting data in a rigorous qualitative program. "*The quality of the original interview is crucial for the quality of the later analysis, verification and reporting of the interview*" (Kvale and Brinkmann, 2012, p. 174). It is difficult to determine whether the information regarding subjective conditions is objective. Generalizing is more or less impossible and representativeness is therefore difficult.

The other disadvantage is the difficulty in the selection of interviewees. If the selection is small and skewed it is not possible to generalize the results we have reached.

The last but not least disadvantage is that interviewees may not get the anonymity that ethical guidelines require and may not respond honestly. This is either because of leading questions or the interviewer comes with what he/she deems strategically correct answers. It may also appear as negative as not everyone gets the same questions (Wikipedia). In addition to the topics examined are often dynamic conditions, i.e. people, opinions and situations change. This leads to the fact that reliability (reliability) of the research is difficult to investigate.

### **3.1.2 Advantages of qualitative method**

By using qualitative method, one can get an idea reconciled with some key people early in the process. Interviewees have the opportunity to deepen their opinions. During the interview, both interviewer and interviewees have the opportunity to ask follow-up questions (Wikipedia).

Knowledge consists of more than what can be measured and weighed. When it comes to human experience with what they actually adopt and follow up daily will also be covered as knowledge. Quantitative method therefore seems objectivizing and oppressive by collecting this type of knowledge. Traditional questionnaire with its quantification of information affects the distance between the researcher and the reality. Qualitative method is therefore regarded as proximity and more transparent, which leads to more sensible information one gets out during a conversation. According to Miles and Huberman (2014), qualitative research sees people as individuals, attempting to gather their subjective experience of an event. This can provide a unique insider view of the research question.



*"The personal contact and continuous new insights into interviewees' life world make it exciting and enriching to do the interview"* (Kvale and Brinkmann, 2012, p. 137).

Through the qualitative approach, which is less structured than a quantitative approach, unexpected results and insights can occur.

## **3.2 My role**

In this research, the case study takes place at my working place. My role is therefore mentioned in this thesis.

As having a role in management of the organization's digital systems, I have responsibility to ensure that all digital solutions are developed and maintained according to the organization's and the market's requirements. I joined the organization 2.5 years ago and one of my intentions is to lift up the Intranet including Document Management System to a higher level of using. I chose to hire a consulting company to undertake the project.

In this research, I inevitably become both assigner and the one who perform the assignment. I will provide the outcome of the research, and also receive it to possibly use it in my project at work. This assumes a special role in the research because I can observe the organization as an insider, at the same time; I need to step out to see it from the outside to be more neutral.

Because of the mentioned role, this thesis will include my own experience, observation and opinion as part of the methods.

## **3.3 Information Sources**

The main source is users from my working place that are interviewed. Other sources are to be found on the Internet such as literature and seminars. Also my own observation is used in this thesis.

The interviews will leave room for organization's representatives to give their own input. The interviews contain open questions; closed questions will be avoided, as they usually do not provide a lot of data and information.

Papers, seminars, books and Internet are used to support the literature review and analysis of the research.

## **3.4 Data collection**

The review of the literature helped identifying several related factors of adoption of SharePoint Document Management System. Further in this research, the data is collected using primary data sources. Interviews and observations are used as data collection.

### **3.4.1 Interviews**

As the interviewed users are very different, there is no standard way of doing the interview. Semi-structured interviews are chosen as an interview method. A semi structured interview helps move the interview along, but also allows for divergence from the script where needed (Kvale & Binkman, 2012). With other words, this method permits the interviewer to ask open-ended questions. Open-ended questions enable participants to answer the question in their own words (Gillham, 2005; Miles & Huberman, 2014). Moreover, it enables a two-way communication between the interviewer and the interviewee. The questions that are asked in these interviews vary and depend on what sort of user it is.

We made an interview guide in advance, but the questions asked in the interviews leave room for the interviewees to comment themselves about the topic, in the area of the question. This provides additional information.

We followed our interview guide, moving along the different themes. According to Kvale & Binkmann (2012), thematizing is to formulate research questions and clarify the theory. We chose to thematize the interview questions into different sections, each containing a specific part of our interest area. This was a great help in conducting the interviews, as it made sure that every interviewee was asked the whole spectrum of questions, instead of delving deep into one subject, only to run out of time to investigate the other subjects properly. The answers we got were also open and made it possible for us to have discussions about the answers.

The interviewees are chosen from different kinds of users. This gives us a good overview of all kinds of users in the organization.

### 3.4.2 Observations

The observations consist of my own experience in the organization. My observations are on two sides. The first one is on employees' interest, needs and pattern of use. This can contribute to understand users' behaviors in adoption process. The second one is observation on the systems, where and how documents are stored. This can be used to identify the requirements of the transition to the new system.

## 3.5 Data Analysis Technique

Data analysis can be seen “as three concurrent flows of activity: data condensation, data display and conclusion drawing/verification” (Mile & Huberman, 2014, p. 12).

For this research, there are several general steps than can be distinguished. First of all the thesis starts off with a literature study on the topic Document Management System and getting users to it. It explains all the ins and outs of the thesis topic. Next are the interviews that provide a base for the first analysis. Some small cases can be obtained from these interviews and these are then compared with theory in order to analyze the cases and say something useful about them. From all the interview data together, I can extract a set of models. These models should then apply in general to be used when moving users to SharePoint Document Management System. From here on, I can make a complete data analysis about the whole thesis.

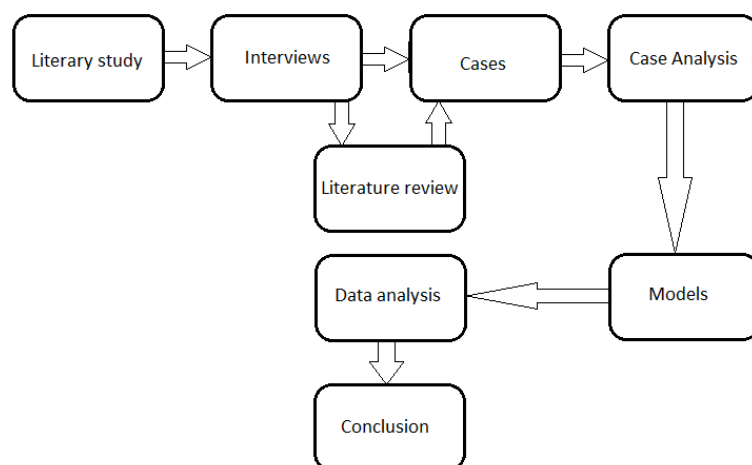


Figure 2: Data analysis technique

At the end, I can be able to provide the conclusions and thus answer the main research question. The conclusions are based on both sub-questions and the main research question.

## **3.6 Chapter summary**

This thesis research is conducted with the help of existing literature and furthermore the interviews conducted with users of the Document Management System. Based upon results of this research I can be able to make models of adoption process in order to move users from File Server to SharePoint Document Management System, which can be found in the last part of this thesis.

## 4 Case study

This chapter is based on both interviews and available literature in the area of Document Management System regarding transition from File Server to SharePoint. The interviews took place at my working place; Oslo Pensjonsforsikring AS. This chapter first presents background information about the organization, including a description of the current use of Document Management System in the organization and the interviewees. After this, I will present the data collection and analysis technique.

### 4.1 Company history

Oslo Pensjonsforsikring AS (hence called OPF) is a life insurance company owned by Oslo municipality. The company takes care of the pension within the municipality including the municipal authorities and municipal majority-owned corporations. In addition, the insurance also includes those who were employed at the Oslo hospital when the federal government took over ownership in 2002.

OPF has over 100 years of history that started with Akers municipal pension in 1901 and Christiania municipal pension fund in 1902. The main task has been to provide pensions to members and their dependents. Today OPF is a corporation and has over 80 employees working with pension, insurance, loans and asset of 75 billion Norwegian kroner (NOK).

Growing of OPF has led to greater demands on ICT and information security. It provides IT department core tasks in the organization. The department ensures that IT systems are up-to-date and satisfying demands and needs of OPF compared to current technology and competitive ability.

As an insurance company, OPF processing of personal information is at the highest security level. Personal data, company policy, responsibility and ethics as well as storing and sharing of documents have been and will always be the first priorities when it comes to IT solutions.

Through the study, I will be able to get experience, requirements, solutions and possibilities of Document Management System. This may in principle be a contribution to a fundamental review of the OPF in particular, and other companies in general.

## 4.2 Current situation

There have been changes lately in IT activities in the company. A few years ago, there was a physical archive room within the building, where all paper documents were stored. Employees were running from their offices to the storage and spent a lot of time to find documents they needed for their job. Beside, a huge File Server stored all kinds of e-documents, which had a kind of access control by names, departments, etc. (shown in figure 3 below).

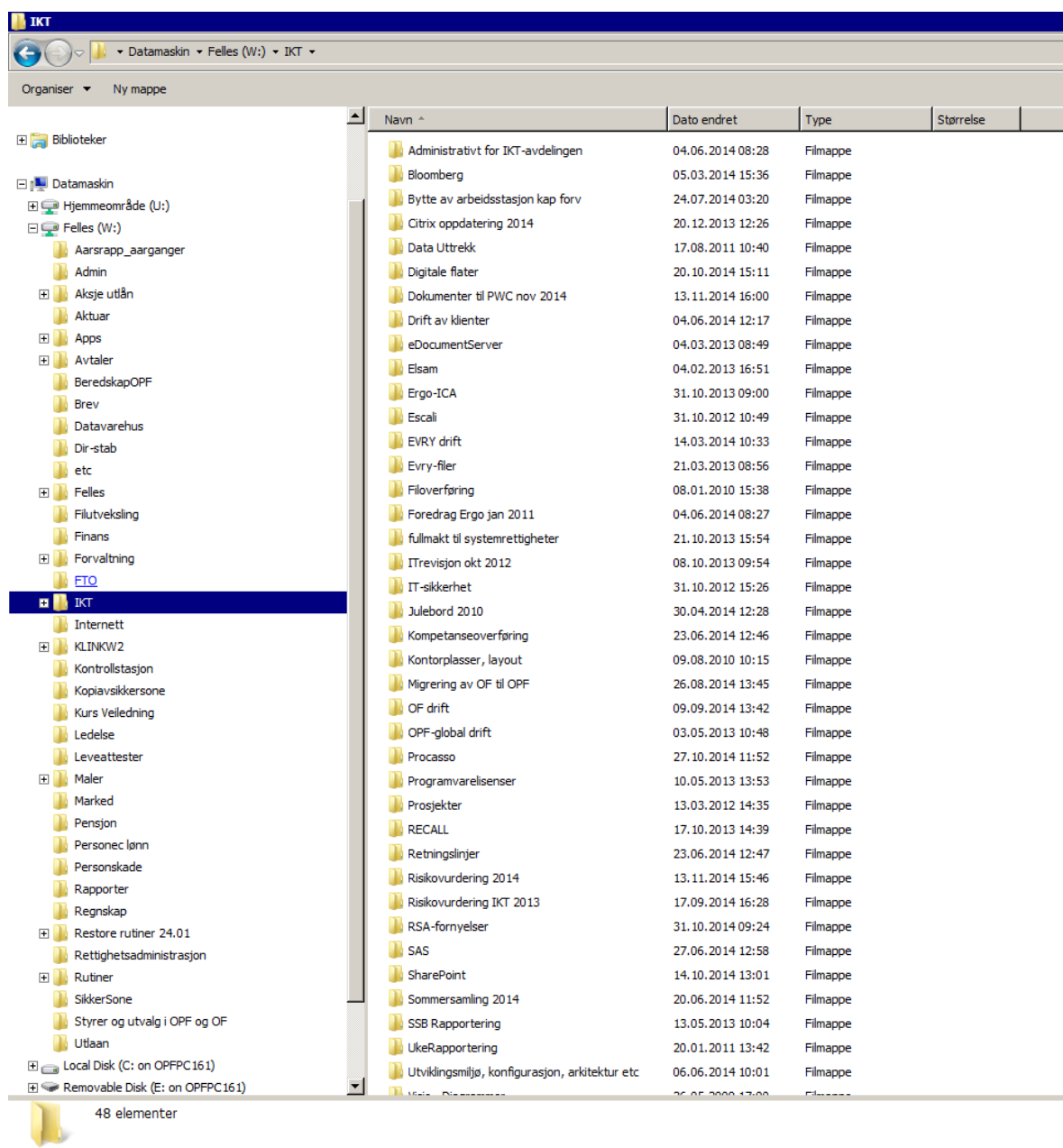


Figure 3: File structure in OPF

In 2010, SharePoint was implemented in order to serve the loan system internally. The IT department, as a part of exploring SharePoint, started building an Intranet and a Documents Store in SharePoint. All paper documents were then scanned and archived in SharePoint, and the physical archive room was removed. The Intranet was presented for the rest of OPF by end of 2011 and employees were told to use SharePoint.

Since then, some improvements have been done with the sites and the document storage. Both File Server and SharePoint have been available for users to store and share files. Nevertheless, File Server is still more used than SharePoint. There are complains about the difficulty and complication of SharePoint. Some user manuals are produced and made available for users, but mostly, users receive direct help from IT resources whenever they need.

In order to raise the Intranet including Document Management System to another level, external consultants are hired to work on. I have an advantage to lead this project and therefore have tight contact with people, who are involved. In this thesis, I only write about a part of the project, i.e. Document Management System. Although there is a connection and it may be difficult not mentioning the whole project, I will try to separate Document Management System as far as possible.

## **4.3 Interviewees**

Due to the fact that the employees involved in my study wishes to keep their identity confidential, I would not disclose any names and personal details of employees. I will however, present some information about their role and department in order to provide an insight as to what kind of users I have interacted with.

As mentions, the interview process was a part of the Intranet project in OPF. Together with external consultants, we sent out an email to certain employees asking for time and willingness to be interviewed. These were leaders of departments, managers of sections, team-leaders and caseworkers. We ensured that they represented and covered all units of OPF. Responses were positive and all said yes to be interviewed.

Following is the list of interviewees:

- Interviewee 1: male, leader of department A, 8 years in OPF

- Interviewee 2: female, caseworker department C, 6 years in OPF
- Interviewee 3: male, manager of section A2, 6 years in OPF
- Interviewee 4: female, caseworker section A1, 6 years in OPF
- Interviewee 5: female, caseworker section A2, 20 years in OPF
- Interviewee 6: female, manager of section B1, 8 years in OPF
- Interviewee 7: male, caseworker section B1, 6 years in OPF
- Interviewee 8: male, leader of department C, 1 year in OPF
- Interviewee 9: male, leader of department D, 10 years in OPF
- Interviewee 10: male, IT resource, 5 years in OPF
- Interviewee 11: female, IT resource, 4 years in OPF
- Interviewee 12: female, leader of department E, 4 years in OPF
- Interviewee 13: female, caseworker department F, 6 years in OPF
- Interviewee 14: male, manager section H1, 15 years in OPF
- Interviewee 15: female, reception, 3 years in OPF
- Interviewee 16: male, caseworker department I, 10 years in OPF

## **4.4 Data collection and analysis technique**

The first step when developing interview questions is to consolidate a list of possible questions (Gillham, 2005). We made a list of all possible questions that were related to the topics. The questions were then divided into themes so that questions would be systematic and the interview structure to be easy to follow (Kvale & Binkmann, 2009). After this, we made an interview guide. We wanted to follow the guide, but the questions didn't need to be asked in the same order for each interview and the interviewers can adapt to the interviewee depending on what the interviewee answers (Trost, 2009).



<b>General questions</b>	General questions about the interviewee person, and their role. This was done in order to create an overview of the interviewee and their relation to SharePoint
<b>Information</b>	Questions pertaining to communication, such as questions about information types and how to find it
<b>Communication and collaboration</b>	In this segment, we investigate how the Document Management specifically impacts communication and collaboration
<b>Document Management SharePoint</b>	Questions about the specific SharePoint Document Management, such as using, accessing, facing problems
<b>Others</b>	Others issues/concerns related using of Document Management System

Table 2: Thematizing the interview

The table 2 shows the thematizing of the interview. In all themes, there is open room for deeper questions and discussion.

The interviews took place at OPFs office in Oslo and performed by an external consultant and myself. All of the interviews were conducted in Norwegian and took about 45-60 minutes each and everything was recorded/noted and then transcribed.

To start the interview we introduced the interviewees about the purpose of the Intranet project and my study. We also asked them if it was okay that we recorded the interview. To record the interviews we used a mobile phone to help us with the transcriptions and prevent us from making misinterpretations about what had been said. Recording the interviews helped us to focus more on the interview and what was said. We also had noted by pen and paper when necessary. To end the interview we asked the respondent if they had something more to add or if there were something they felt they wanted to bring up. Then we informed them about the analyzing of the data, how the information would be handled and if they wanted to be confidential or if any information given was sensitive. We also informed that they could send us mail if they had more to add or question.

The transcribing was done immediately after the interviews were conducted in order to get the accuracy of the transcription as high as possible. Every interview has been listened to and the questions and answers have been written down in an ongoing text. As Trost (2009) suggests, the parts of the interviews that were not essential have been removed. The notes taken by us during the interviews were helpful here, not just as a guide for the time-lapse of the recording, but also to get a quick summary of what had been said when the need arose. We did not feel that we lost any useful information. Then the transcription was sent to the interviewees to validate the correctness of it.

When all interviews were transcribed, the next step was to process the interview material. Since semi-structured interviews were conducted, we also rearranged the material to be in order to fit the structure of the interview guides (Trost, 2009). The interview guide and material are enclosed in Appendix A and B (in Norwegian).

For this thesis, the data analysis was been done separately from OPF's Intranet project. All interview material related my research was separated from the rest. I studied this interview material carefully and created tentative labels for data (coding). *"Codes are tags or labels for assigning units of meaning to the descriptive or inferential information compiled during a study. Codes are usually attached to 'chunks' of varying size – words, phrases, sentences or whole paragraphs."* (Miles & Huberman, 2014, p.56). I used open coding, where each relevant statement is organised under its appropriate code (Mile & Huberman, 2014) and highlighted all important phrases, sentences and words from the interview transcripts. The answers to a particular question were mapped and compared between interview transcripts. The answers of follow up questions were also identified and mapped into the interview guide questions. When I have done these tasks, a final control was taken to ensure nothing was left out.

In this study, open coding was used for each research question first. Then, each interviewee, where the answers to relevant questions were mapped into the themes and topics of User Adoption to SharePoint Document Management System. A sample of the coding process can be seen in Appendix C (in Norwegian).

# 5 Analysis and Findings

The data analysis started already when working with coding. By using open coding techniques, themes from the interview transcripts were being captured (Miles & Huberman, 2014). The themes were related to the literature to seek answers for sub-questions.

I would like to iterate my research question here: *How to move users from File Server to SharePoint Document Management System?* The question has been the focus throughout the research. The thesis started with the literature study based on empirical study of presently use of Document Management in OPF. In this chapter, first, I present the analysis and findings based on thematizing technique as shown in section 4.4 and the theory in chapter 2. Then, an adoption process for implementation of SharePoint Document Management System will be suggested.

## 5.1 The Current Management of Documents

Employees need accurate information and correct documents in order to do their job. The information flow is an elemental part of the corporate operation. If the information flow is not properly managed, the result is extra time spent on the administration and gathering information (Sprague, 1995). The number of different kinds of documents stored in different workstations and servers may create problems for individuals and the organization. This is reflected both in the theory of Document Management, as well as in our interviews.

### 5.1.1 Communication and Collaboration

Collaboration happens when people work together. This is something that OPF does, and is manifested in the folders that they are used for the different projects or in different departments. Every department has a folder and under it, several folders are created for each section, project, group or individual. There is little collaboration throughout the organization. A lots of manual work is still ongoing when people use e-mail to send files back and forwards and all changes/updates aren't registered properly.

*«We need to make governance documents available (investment strategies, budget, guidelines and instructions). As of today, these are stored in the drive U by the author. He either e-mails these documents whenever and to*

*whoever needed to work on, or makes changes himself without informing others.» (Interviewee 14)*

When OPF launched SharePoint Intranet, there was an expectation that employees would learn to use it on their own or they could ask for training if they needed. SharePoint Document Management System can lead to effectiveness, but it is very much depending on how to be used (Carr, 2011). Effective communication and collaboration is essential to ensuring that everyone is kept up to date and the information and documents are shared properly. Instead of using folders and storing documents in File Server, OPF could have made use of SharePoint in a better way. The Document Management feature in SharePoint enables team members to attach documents to activities, stages, gates, milestones, opportunities, products, and projects, to share necessary supplemental information. Documents can be organized, assigned access rights, and managed by versions. With SharePoint, users can easily share and collaborate on documents with their colleagues (Carr, 2011).

When I began working at OPF, I experienced a poor SharePoint Intranet. Only one department were using it actively. They had made a good information site and a quite good structure for their documents. Their internal collaboration worked perfectly according to the staff's opinion. Thanks to the manager who had been working strictly to get the entire department to cooperate through SharePoint. This has been confirmed though the interviews of representatives of the department.

*“We have everything online and can easily find what we need in one place. Then we don't need to spend much time to find things. And of course we go to the place where all we need are stored at.” (Interviewee 6)*

*“I use it everyday and I'm satisfied with it. I find all I need for doing my job and cooperating with others in my department there.” (Interviewee 7)*

Interviewees who are leaders or managers said that different persons could work with the same document at the same time. All of the work is then saved automatically in the project folders for everyone to find. Collaboration is about sharing information since it happens on a daily basis, but what we can see in our interviews is that OPF does share information through the SharePoint but not in the extent that they could. Manual work is still a part of daily routines for many.

*«I e-mail 10 – 15 times a day to get the information I need. I'm also moving physically a lot between the departments.» (Interviewee 8)*

Sharing of documents in OPF is done in different ways. Interviewee 5, 9 and 16 said that document sharing doesn't occur through the SharePoint since they rather use File Server. Interviewee 1 and 6 claim that they do share documents through SharePoint since they have folders where they can store and find information that their department needs. Since document sharing doesn't only happen through SharePoint, it is hard to see if it occurs in several levels of the organization. We see that the most important documents are shared with everyone through the project/department but they are also shared in different ways. This shows that sharing of documents does happen on SharePoint, but SharePoint doesn't seem important for the employees.

The positive attitude is shown when users see the benefits of SharePoint. Interviewees 1 and 7 also claim that information sharing through SharePoint helps with learning from others knowledge and experiences. Therefore, SharePoint can help the employees grow on a personal level and get better at their work. With SharePoint, there would be no need to email a document back and forth to other team members. Users can simply place it in the "document library" and have the team check-in/check-out the document to make changes.

Unfortunately, we see some negative attitude towards SharePoint. A tendency of being irritable and disappointment is shown among users. Almost all of the interviewees said that the search function is not optimal and that's why it's not used very much. This shows that the employees have a hard time finding information and documents they need. They can get help from search but only if they already knew where and what to search for. This can lead to that the employees missing out on improved ideas about storing and sharing documents.

Little communication and collaboration are results of little use of SharePoint in this context. Among the interviewees, there are people who only use SharePoint when they absolutely have to, such as access to common files of their departments/groups. Not using the system is one of the reactions of user resistance (Adams, Berner and Wyatt, 2004). Users don't use the system because they either feel SharePoint is too difficult to use, or they do not need to. Interviewee 16 said that he only shared files with another colleague, why should he spend time uploading to SharePoint and then have problem finding them later. The best and easiest way for him is using his own folder in File Server or email to share with the colleague.

*"I work closely with R. We share a part and then we store files into the common area W. Otherwise, we send mail (e.g. reports). We have no system*

*for archiving in our department. Everyone has his or her own archives in mailbox.” (Interviewee 16)*

There is an observation on that employees do not create and upload documents to SharePoint, with the exception for their assigned task on certain projects, which they upload into the project folders. Neither are the employees encouraged in any way to contribute to the system and making it better. Only three interviewees do want to be able to access the files anytime at anywhere, but the interviewees agree that SharePoint can help them to work more effectively if they could receive training or information on how.

### **5.1.2 Lack of document strategy**

As 16 interviews were conducted, the interviews’ overall outcome showed that the experience with SharePoint Document Management System was very various. Most users do not use SharePoint 100% to manage their documents. When it comes to usefulness of SharePoint Document Management System, despite some positive reactions, most of the interviewees failed to see the direct value of it. So far, they can do what they need with File Server, so why would they need SharePoint? Additionally, they noted relative good use of File Server as a reason not to use SharePoint Document Management System.

There are many different information types and documents that employees use with different purposes. The current solution lacks the guidelines of documents and therefore, seems a bit messy.

*“It is not defined who has responsibility for what.” (Interviewee 10)*

The interviewees were quite adamant in supporting the fact that without the proper management of information and documents, work can’t be done properly. However, they are in disagreement whether all the information they need is available through SharePoint system. Most of them don’t believe that all documents can be collected in SharePoint. Interviewee 5 doesn’t know how to find documents in SharePoint. Interviewee 1, 2, 6, 10 and 11 believe that everything could be available on SharePoint, but agree with interviewee 5, that it is a mess, and that finding documents in SharePoint needs to be much easier.

In the theory section, it is important to have a clear document strategy to sort out how the documents could be managed and create a base line assessment. First of all, the current SharePoint Document Management System was developed by some IT resources as an

experimentation. The organization should have done an examination on the types of documents to be created and the users before choosing technological solutions (Craine, 2000). Second, there was no standard way of management of documents in the entire organization. Some departments have all common documents in SharePoint, some choose File Server to share files internally, while others departments have both SharePoint and File Server.

*“My department has our own folder in File Server and that’s what we use mostly”.* (Interviewee 3)

*“I go to SharePoint to find the documents, which are uploaded there for us to use. It’s our leader who shares information with us and we just use it.”* (Interviewee 2)

The interviews showed that OPF’s documents are not being classified. The system needs to be sorted out (Bowker and Star, 1999). Questions like what types of documents to create, how to share, how the document life cycle should be, how to make it individual use, etc. seem to be not taken care of and have no answers. In other words, OPF doesn’t have a clear document strategy, which results managing of documents is not correct and effective (Craine’s, 2010).

*“Document Storage is an important issue, but we’ve got to get a better policy on internal document storage. We have standard on filenames, but these are not so good because they have no logical forms. We need a clear policy on documentation storage.”* (Interviewee 1)

Employees need information and depend on a lot of documents to be able to successfully perform their work tasks. However, our interviewees disagree that whether or not all the information they need to perform their tasks is available on the intranet. Furthermore, information does not just need to exist; it must also be able to be found, something the employees at OPF are having problems with. This inability to find information on the SharePoint leads to the employees returning to the File Server for their information needs. This again leads to the document chaos, sometimes catastrophe because the files are not up-to-date or loss of information.

The current solution at OPF does not seem to be a smart way of managing documents. Firstly, there is no support for different types of documents. Everything lies in the folders and there are no filtering capabilities. All of the different types of files can be in the same place, which makes it hard to find something specific, especially when many of them are named only by

the date they are created. Categorization of documents is not clear due to the folder structure and that is why users are unaware where the documents should be located.

Another thing is the handling of their files in File Server. There is no kind of support for managing different versions of a file. Therefore, there are many duplicates of files in different folders and it is unnecessary and time consuming to need to go through everything to find the latest version. A different problem is that two employees can work with the same file at the same time. If this happens, a lot of information could be lost since the data would be overwritten and this is dangerous.

Documents are shared to a small extent through SharePoint and to a greater extent through File Server. Everyone in the projects gets the information through the project folders. The only way of getting information is when the folders are being updated, which happens automatically when some work has been done, since it is the only way information is shared regarding collaboration. Planning through the intranet is only done by the project leaders, and this is because the tools for doing this are too time-consuming. Planning is important but using SharePoint for it is not important for each individual.

As lack of document strategy, OPF has no common way of managing documents. Some people work on SharePoint, others on File Server or even their own personal local disk. The same file can be found in different places and may have different versions without being registered. Users have already faced the problem in finding the correct document. The problem will get bigger and bigger, and at the end, the whole thing will collapse if nothing is to be changed for the Document Management.

### **5.1.3 Benefits seen but too little used**

As mentioned, there are many different problems with the current solution of OPF. To make a better structure of the projects and their documents, OPF has decided to make a new Document Management System using Microsoft SharePoint.

The interviewees are aware that SharePoint provides a way for document sharing, storage, and retrieval. In general, they understand in simplest terms that a document library is a collection of files. Depending upon permissions, a user or group member can create a document library for a specific aspect of the project and any person on the team can share,



store, or retrieve any type of file in the library. Some users have as good knowledge on SharePoint as they only use it and don't mind if File Server is taken down (e.g. Interviewer 10). They know that in SharePoint, settings can be activated that can allow for check-in and check-out of documents, versioning history of documents, alert that a document has been revised, and other custom properties for documents. When the user uploads a document, all the group members can receive email alerts, access SharePoint, check out the document, and provided feedback. The checking in and out feature ensures that group members are not editing the document simultaneously and providing duplicate feedback. When a group member finishes editing, another alert would be sent informing the group and user of a new version of the manuscript and the need for additional editing. Versions were saved within the library for easy reference when needed. This has been used mostly by IT department and others, who works together with IT people. They learn and use the features and are satisfied with these.

One of the most important parts is to show the list of projects/documents. Users understand in theory that this can be filtered and ordered by the different metadata such as project number, title, type, status, etc. and this will make it very easy to find the wanted project/document. Many know that it will be easy to add a new project to SharePoint, but very few know that a unique project number can be implemented in such a way that it will be generated automatically. The user can then fill in the metadata of the project. All of this information will later be shown for users and it will also be easy to edit information of a project. An important feature is that the specified project members in the created project will be the only persons who have privileges to access the project site.

Users, who work with projects are familiar with project sites. They know that each project has its own site containing all of the information related to it, but not many know that the metadata of the project will be shown in the project site and the files will be located in document libraries that will be used for different types of files and these libraries will have different metadata. Internal files will be located in the internal library and when a file is uploaded to this library, a unique document number will automatically be assigned to it. External files from the customers will be located in an external library and other files will be in a third library. There will also be a library used for referencing documents that are located in physical folders at the company. These different libraries will be sortable and it will be easy to find the wanted information. The libraries will also support version management and

it will be possible to see if a user is currently working on a file by having a check out/in function. This will prevent duplicated data and lower the risks of overwriting existing data. This feature could be a big advantage in project management if users understand and use it correctly. Over the years, there will be many different projects and thus they have a lot of data. According to Interviewer 10 and other users, it would not be smart to use the old system File Server for the old files and SharePoint for the new files. He mentioned a migration tool, which will import all of the existing data to SharePoint and put the files in the different libraries, assigning metadata and document numbers to the ones that need it.

*“We should have taken down the File Server. We should use SharePoint and with this, I mean that all new files should be saved in SharePoint’s file system.” (Interviewer 10)*

Most interviewers felt that they gained something by using SharePoint Document Management System. When asked what kind of benefits the user gets from SharePoint, employees answered that it is easier to share and have control of their document internally in their department or group. But again, they need help to create a group and manage permission before they actually feel easy to use the document library.

The benefit of having all material in one place was perceived as positive (increased flexibility, personalization of working on documents, and increased time effectiveness). In this finding the customization of individual needs was also found. Time effectiveness can be increased when users spent less time on finding document when they actually understand how search and metadata work.

The benefits are seen by users in different degrees, but they are quite far from being used as they should be.

#### **5.1.4 SharePoint Document Management system used as new File Server**

As part of collaborating, OPF needs to manage documents. Employees need to work together as efficiently as possible. That means timely access to the latest version of a document; the ability to track and maintain versions of documents; the ability to enforce internal processes such as peer review and signoff and so on.

There seems a new file structure has been created in OPF's SharePoint. Employees upload documents to the folders they're told to use. Most users only read and share documents within their own department. And, when it comes to common files for the whole OPF, they face the problem of finding the documents and can easily give up.

Most well-known method in SharePoint Document Management is using metadata. Metadata is a term that provides a way for users to sort files and effectively locate all those little bits of information that they store as future resources. Hurst-Wahl (2008) describes metadata as "*data about data*" including keywords/tags, categories, and comments, which can save time in the sheer efficiency of the searching and grouping options. Through the interviews and observations, metadata is almost an unknown term in OPF and therefore, is not used at all. Users' way of managing of documents in SharePoint is not much different from what they have done in File Server, i.e. folders in folders. Out of all the interviews, it emerges a view that users consider SharePoint as another File Server. According to interviewee 11, a structure of folders is user friendly and that's why she has created an area for system development in this way. No metadata is used.

*"I've structured system development area in terms of folders. Then you can easily see the overview of what's there and again one can click into any document you need."* (Interview 11)

The quote above showed how the user has created folders in SharePoint instead of using metadata. The reason could be either she lacked knowledge of metadata, or she made it like that so other users could be familiar with. Anyway, by doing this, as number of documents is increased rapidly, OPF will get a new complex file share, which is difficult to use and more expensive (Carr, 2011).

It's flexible to store documents in SharePoint as users can move files between the libraries. And folders can be created and used in SharePoint as well, but with limitations. Metadata is useful in SharePoint, because it can be defined at the project level, department level and corporate/intranet level and used to organize and find the information. With other words, SharePoint enforces the use of metadata before saving a file so they can find it later, and uses metadata in searching. The application of metadata in SharePoint is also much more robust than a simple file name and folders (Carr, 2011). There was only one interviewee, who showed his understanding for metadata, but his thinking seems a bit rushed by saying OPF

should shut down File Server (Interviewee 10). A thorough review and a lot of practical testing is needed before such a decision can be made.

Users use Folders instead of Metadata and Views because they understand folders. It is easy to think that folders are easy to understand and have worked so far, match the current working style, and that is why they must be good for SharePoint too.

Folders are great for managing a small number of items, but when the number of items is increasing and getting too big by sub folders and sub folders in sub folders and so on, it's impossible to have control. *"I can't find anything I need there"* is an example on complaints from users. By creating metadata for documents, users can get the ability to sort and find documents in the same way they can quickly sort and search Excel spreadsheets. On top of that, 'Views' also can be created. These are a set of predefined filters that can be applied to the library. An example View could be titled 'Recent Reports', and designed to show all documents with a type of 'Report', sorted to show the most recently modified one first.

The way users are continued using File Server as long as they can do, and when must, they use SharePoint on the same way as File Server, SharePoint will be *"nothing more than a complex file share on the web"* (Carr, 2011) and OPF will, in long term, have problem to use and more cost to maintain.

### **5.1.5 Employees' usage affected by others**

The usage of SharePoint Document Management System so far is optional for employees in most cases. In certain cases like in projects, employees are forced to use it, as they do not have other choices.

Most of interviewees are glad for having files stored in SharePoint. Once they learn where to find, how to work on, when available and who has access to what, they are satisfied with the features of the system.

The interviews show that employees are not using SharePoint Document Management System because it remains unclear how this affects their daily work. The leaders/managers play a key role in getting employees to use SharePoint. When a leader/manager is active in using SharePoint, sharing information in it and only in it, his or her employees are forced to use it too.

*“I go to SharePoint to find the documents, which are uploaded there for us to use. It’s our leader who shares information with us and we just use it”*

(Interviewee 2)

The opposite is clearly shown when the leaders/managers do not find SharePoint as an effective and attractive system. Their resistance to the system can be a reason for that SharePoint is not used in a larger degree and his or her employees continue using File Server.

When being asked about using SharePoint Document Management System, one of the managers said:

*“I don’t use it if I don’t have to. My department has our own folder in File Server and that’s what we use mostly”.* (Interviewee 3)

This confirms that the employees’ usage of SharePoint depends on how their manager handles it.

The interviews also show the difference of opinion and behavior between managers and co-workers, as well as between departments. Interviewee 1, 6 and 8 who are leaders/managers, said that SharePoint Document Management System has helped the employees to find documents faster and easier. They feel that employees become more competent and more experienced as they spend time trying and learning it. Interviewee 3 who also is a manager, rather kept himself and his staff out of SharePoint as much as possible by using File Server to share and work with documents. Interviewee 7 feels that it is good since he can focus on doing his job and he knows that others do theirs while interviewee 4 are more skeptical to it. Interviewee 6 likes that she doesn’t have to focus on anything but her part of updating and sharing documents with others in her department through SharePoint. She is manager of interviewee 7. We can see that if the leader/manager is active in using SharePoint Document Management System, encourages their employees to use, share things and cut out using File Server and mail, then the rest of department/section is also getting used to and better use SharePoint.

The finding also shows that when employees know and even see the results achieved by others within the organization, this is expected to positively relate towards actual use. The primary motivation for an employee to use SharePoint, is getting a better outcome than they experience in File Server, including time saving, better search result, effectiveness, etc. Both

managers' delivery and colleagues' achievement can affect their decision of moving towards SharePoint.

### **5.1.6 Lack of User Adoption**

As mentioned, SharePoint was presented to the employees of OPF in 2011 neither with plan of training or motivation. Employees are more or less left alone with some poor manual made by developers.

The users started to experiment the new SharePoint and find out what the difference from File Server is by self-learning. After this, they made a decision of whether to continue using SharePoint based on how they found it. People who continued to use and learn to use SharePoint find it useful and want to use as much as they could. Reduction use implied the users who chose to use but only when necessary because they didn't feel committed to it. And the third group, discontinuation, implied users who disliked SharePoint and stopped using it.

The finding is in line with Rogers' explanations about the adoption of a new innovation. The lack of adoption of the current SharePoint Document Management System has been main reason for fail of getting users to it. According to Rogers (2003), the process consists of five stages including Knowledge, Persuasion, Decision, Implementation and Confirmation. Individuals go through these stages when deciding whether to adopt or reject a new technology. A user adoption strategy should use specific techniques or tactics to move people through these stages.

In this study, the users only got information about SharePoint when the Intranet was presented and already made. More information and involvement from users could be made from the beginning of the implementation of SharePoint.

The interviews shows that lack of understanding about SharePoint, lack of involvement in implementation process and lack of training are main reasons for not using SharePoint among employees in OPF. SharePoint is only as effective as its user. Often, SharePoint deployments fail because employees do not understand its features and is hesitant to change their preferences to accommodate a new system (AIIM).

The interviewees indicated also a lack of training in SharePoint that limits them to be able to use it effectively, confirming the failure of user adoption of SharePoint. In general, the users

spend longer time than expected to find out how to use it. Training and support are essential to develop the skills people need and to ensure they understand. Some users expressed dissatisfaction with SharePoint, noting difficult to use and little focus on getting training.

*“Some of my guys have tried to upload something, but it is perceived as a major user threshold. We haven’t spent time to learn this. I do not know if the threshold is too high to use SharePoint or whether we have had too little time for training.” (Interviewee 1)*

*“We have problems in using SharePoint functionality. There is little intuitive and it creates problems with getting started. We really need some training to be able to use this functionality.” (Interviewee 10)*

When joined OPF, I started looking at SharePoint solution, which was one of my areas. In order to understand why SharePoint was poorly used, I had an interview with managers of each department. The common answer was the difficulty of SharePoint and lack of knowledge among employees. Because of other priorities, SharePoint was not on the to-do-list at that time, but I offered training under the condition that participants took initiative to learn. Only one manager had done it and the result was far better than expected. This is confirmed by her staff in our interview now.

*“SharePoint is 100 times better than it was for 2 years ago. I think the whole department is working more effectively when we have a common base.” (Interviewee 2)*

Interviewee 2 underlines that she can now find all documents she needs on SharePoint. It is because she’s learning, using and being forced to use. Her manager has managed to use SharePoint Document Management System as main storage for their department to share and work with documents. In this way, employees can easily learn from each other, and work more effective since they have a common understanding and usage of SharePoint.

The lack of information was also a problem for users experimenting with some of the new features. Users who wanted to use the SharePoint to create file and share it with others in their group didn’t know how to do it. So they went back to File Server to work and when done, they uploaded it to SharePoint with help from IT department. The lack of training had a negative impact on actual use, not on intention to use. They had to decide that they wanted to try SharePoint before they encountered the problem. The lack of training is a facilitating condition, and this finding is also in line with the adoption model, which proposes that it affects the actual use.

## 5.2 Suggestion of user adoption

In this section, I will first present suggestions on managing user resistance and achieving the critical mass. Then, a possible process of adoption in regards moving users towards SharePoint Document Management System will be presented.

### 5.2.1 Managing User Resistance

Implementation of SharePoint Document Management System in order to replace File Server, as mentioned in section 2.2, leads to many changes. This includes change of methodology, change of behavior and change organizational culture as well as individual working culture. Decision makers and technologists may see the introduction of SharePoint as a software implementation, but for users, who use it to manage their tasks, it can represent much more (Carr, 2011). Many users have a certain way of doing things, certain tasks to perform and see their contribution and evaluation based on their ability to do these things as they always have. Therefore, they will feel forcing to change, lacking skills and losing their sense of contribution. Being unhappy, unsatisfied and even afraid of doing mistakes are characteristics of resistance to use SharePoint. Through the interviews, these characteristics are shown clearly.

The reasons for and aspects of resistance to change are several. Hence, the ways to manage and mitigate resistance to change are different for different situations. By being aware of the potential reasons for resistance, the organization can work with those reasons and by different means mitigate those reasons.

Based on the results and analysis of the interviews, my observation, and by help of the theories, some types of user resistance may be reduced or avoided as follows:

- Proving benefits of SharePoint Document Management System: The benefits of the new system need to be communicated in order to create initial interest and motivation for it. Users need to see the advantages of SharePoint that they don't find in File Server.
- Providing training: Training is important to reduce resistance to change (Kotter and Schlesinger, 1979). Training helps the users adapt to the changes and to know the new



system. During training, the users get the chance to learn about the potential benefits of the new system, which also improves their attitude towards the new system.

- Involvement: Participation and involvement are strategies that reduce resistance to change (Kotter and Schlesinger, 1979). Involving users early on reduces the risk of resistance to change since the users feel in control and not as threatened by the new system. It is important to involve the users of the new Document Management System both in the design and implementation process. This will result in better fit between the user requirements and the system, achieving better quality of the system and contributing to efficient use and acceptance.
- Providing support: According to Kotter and Schlesinger (1979), support is another tool for reducing resistance to change. Fear and anxiety of doing wrong in the new system can be managed by support.
- Communication: Effective communication is an important strategy to handle resistance because it creates a favorable awareness response.

### 5.2.2 Achieving the Critical Mass

Just like any platforms and networks, SharePoint is not a one-sided service. The service is provided by users and SharePoint creates value by helping both sides interact. A user uploading documents to it makes value only if other users read/use the documents; otherwise, it becomes waste of time and useless work. For that SharePoint Document Management System to succeed, there must be users in both creating and using the service. Critical mass as mentioned in theory, is a minimum number of users so that the rate of adoption becomes self-sustaining and creates further growth (Roger, 2003). In this research, I would add that the critical mass must consist of users on both sides of the service.

16 persons represented all departments in OPF participated in the interviews. 7 of those were leaders/managers. This would give a good output on classification of individuals' opinions and behaviors. Based on Rogers' definition of adopters, the interviewees can be possibly classified as shown in table 3

<b>Innovators</b>	<b>Early</b>	<b>Early Majority</b>	<b>Late Majority</b>	<b>Laggard</b>
Interviewee 10	Interviewee 2	Interviewee 1	Interviewee 4	Interviewee 3

	Interviewee 6	Interviewee 9	Interviewee 5	Interviewee 16
	Interviewee 7	Interviewee 11	Interviewee 13	
	Interviewee 8		Interviewee 15	
	Interviewee 12			
	Interviewee 14			

Table 3: Classification of the interviewees

Through the interviews and my observation in the organization, I could quickly classify interviewees into the groups of adopters. In a bigger aspect, the organization could easily make this classification of all employees to make a strategy for adoption plan. Which strategy should be built to reach the critical mass depends on the organization's interest and effort.

The interviewees I classified as Early Adopters are people I perceive to be open minded to new technologies. They're curious and willing to try new things to find benefits. They are both people who provide something through SharePoint and people who receive and use it. I also perceive that most leaders/managers are Early Adopters. They are highly respected people and can easily influence the rest of their departments (Roger, 2003). The critical mass is achieved when this group is adopted, and of course right after Innovators.

Use of SharePoint by employees in the organization entails reciprocal interdependence; the outputs of one user are the inputs to another user and vice versa. The relationship between an individual's adoption decision and the emergence of the whole organization can therefore be understood by the critical mass. It can be some tensions between an individual's ability to derive benefits from use of SharePoint Document Management System and the organizational benefits that can follow from the individual's use. The interviews showed that some users provide more benefits to the organization though their use of SharePoint than they will personally receive from using it. Example may be the benefit of time saving. The users create effectiveness and again, provide good results to the organization, but they themselves may be frustrated by using SharePoint. This can be one of the reasons that users drop using it. In these cases, coercion may be necessary to achieve that the whole organization will use SharePoint Document Management System, i.e. the adoption is successful.

It is important to reach the critical mass and organizations need to understand the users to be able to achieve "the tipping point" to success the adoption process.

### 5.2.3 User Adoption

The contribution of SharePoint Document Management System in OPF can only be realized when and if the new system is widely diffused and used. Diffusion itself results from a series of individual decisions to begin using the new system. I'll use Rogers' (2003) diffusion of innovations theory to draw a model for user adoption in this part of the thesis.

SharePoint Document Management System has been implemented and taken in use at OPF without planning, strategy and any forms of cooperation within the organization. It was made by a single developer in ICT to experiment SharePoint as a part of OPF's Intranet. Findings in the research show that users have no motivation to move from File Server to SharePoint, no knowledge or formal training to use SharePoint and no standard way to create and manage documents in SharePoint. By continuing this way, OPF will soon face a bigger problem of having two huge Document Storages (File Server and SharePoint server). This will be out of control and make it more difficult for employees to handle their documents, which again can be impossible to perform their work in the long term.

To be able to avoid this problem, OPF must have a good plan for making a good SharePoint Document Management System (as a part of the whole Intranet project, which already started) and a good plan for adoption/diffusion of it. My suggestion here is to only focus on the last plan (adoption) as main point of the thesis.

There are many studies that describe the reasons for and the steps of doing changes in an organization, either it's implementation of a new system or upgrading of the existing one. Communication and support for users through the process of bringing about change into an organization is critical. Effectively managing information and documents requires a systematic approach and significant ongoing effort from everyone who creates, uses or manages the documents. Ongoing communication and support are essential to sustain the effort to make improvements and maintain them over time. Users need to clearly understand why their processes or systems are changing and where to go to get advice and support. They need to have time invested in them in order that they become both knowledgeable and skilled and, ultimately, they should be rewarded to keep going. The easiest trap to fall into is when, particularly under pressure or from a lack of support, users revert to old system or processes.

I'll now define and give suggestion on what OPF should do in each stage of the decision process.

## **The Knowledge Stage**

OPF needs to work on the questions for three types of knowledge: (1) awareness-knowledge, (2) how-to-knowledge, and (3) principles-knowledge.

- Awareness-knowledge: is the knowledge of existence. This type of knowledge can motivate the individual to learn more about the innovation and, eventually, to adopt it. Also, it may encourage an individual to learn about the other two types of knowledge.

User will often resist new technology because they don't know why things change and what benefits the new system is intended to deliver. Lack of awareness about the change and the impact might be the reason for resistance. When users are unsure about what's in the new system for them, the adoption will suffer or fail. To improve this, OPF can create a strong communication plan, which should start before the implementation and continue beyond the go live. The plan should focus on building awareness around why and how the new Document Management System should be.

- How-to-knowledge: is knowledge on how to use correctly. According to Rogers (2003), this knowledge is an essential variable in the decision process. To increase the adoption chance of a new system, users should have a sufficient level of how-to-knowledge prior to the trial of the new system. Demonstration on the new system could be shown. Many users will make their decision to adopt based on the demonstration, how useful SharePoint is and how easy they perceive it is to use. Venkatesh and Davis (2000) stated that implementing an effective system can lead to failure if the perceived usefulness cannot be adequately demonstrated. Examples used in demonstration should be such that the user can easily adapt it in her or his work.

Lack of understanding on how to use the new system, users will be afraid of doing it wrong. They will try to avoid using it as far as possible, and when and where there's a chance, they will return to the old system. To improve this, OPF need to have a good training plan. The plan should focus on building knowledge on SharePoint Document Management System, coursing, learning more than just providing some poor manuals.

- Principles-knowledge: is knowledge of the underlying technique. This knowledge includes the functioning principles describing how and why the new system works. A new technology can be adopted without this knowledge, but the misuse of this may cause its discontinuance.

The goal in this stage is to give employees an awareness of the new system and an idea of its purpose.

### **The Persuasion Stage**

After users know that there would be SharePoint Document Management System, they will form their attitude. That means the persuasion stage follows the knowledge stage as Rogers (2003) emphasized. He also stated that the persuasion stage is more effective if the knowledge stage is more cognitive. Users' opinions and beliefs about the new system would be affected by others (colleagues, peers, etc.). This is also reflexed by the findings.

As the main outcome of the persuasion stage is a favorable or unfavorable attitude about the new system (Rogers, 2003), OPF's leaders and managers can follow their employees and should know that they are seeking information. As employees come to this stage, the managers should provide information that supports their decision. Managers should be able to identify those employees who tend to be early adopters since they influence the others.

### **The Decision Stage**

Rogers states that most people will try the new technology on a trial basis before adopting it. This way they know how useful it will be to them and learn to use it. OPF can therefore involve employees by giving information on what SharePoint Document Management System has to offer them. Having demos and explanation on how SharePoint works, how good it is and why people will benefit from using it, can help in the decision making process.

### **The Implementation Stage**

At this stage, OPF can make a plan of training and supporting. The managers should take a proactive approach to facilitating this process. The implementation stage can be easy when users are aware of how to acquire the new system and how to receive technical support and training.

### **The Confirmation Stage**

According to Rogers (2003), this decision can be reversed if the users are exposed to conflicting messages about the new technology. However, the users tend to stay away from

these messages and seeks supportive messages that confirm their decision. OPF should continue provide information to the employees even after their adoption decisions are made. Many users learn about new features from the information they receive. That may reinforce the decision of those who have accepted the adoption, and also may get others to reconsider their decision. The confirmation stage would therefore be an ideal time for OPF to attempt to change users' decisions.

## **5.3 Chapter summary**

Through interviews and observation at OPF, there seems some employees' attitudes and adoption decisions about new SharePoint Intranet, including Document Management System may be made before the project is started. Those are called early adopters (Rogers, 2003) and they often influence others. This because of the fact that most employees are positive for a new Document Management System, which will work properly and they're looking forward to being trained to use it.

The interviews showed that use of current SharePoint Document Management System is not optimal in OPF. The reasons are on both the technical issues and the users. The system isn't developed properly according to needs and requirements. The users lack knowledge and interest of using it. As mentioned in the theory, besides the technical capacities, SharePoint Document Management System is only as good as the people using it are. Without effective policies for governing the creation, update, storage, retrieval and disposition of important records, the transformation into it can be chaotic. With both positive and negative experiences until today, OPF can be able to make a better solution for management of documents.

It seems users make their adoption decisions based on their perceptions of new system's attributes. Their evaluation is based on what effect they perceive the new Document Management System will have on them. OPF should pay attention to what the system mean to the employees, who will be using it and not only what it means to the organization. In this way, OPF can be able to encourage employees to adopt it.

The adoption process can fail if the organization only focus heavily on targeting the late majority and laggard segments since those groups encompass the greatest number of people. However, those groups are the hardest people to reach and hardest to convince that they should change their behavior. People in these categories will not even consider changing until

the new system has become well accepted by a solid majority. It is much easier to reach and convince innovators, early adopters or early majority. Once these groups are reached, i.e. the critical mass is achieved, they can become drivers to start the diffusion processes in their own circles. Because many in this category are considered to be leaders and are well respected, their peers will be more likely to follow. And this helps the adoption process be success.

The table 4 is summing up the suggested adoption plan for OPF based on Rogers' Innovation Decision Process (Chapter 4.7)

<b>Rogers' Stages of Innovation Decision Process</b>	<b>Users</b>	<b>OPF's adoption plan</b>
Knowledge Stage	Recall of information  Comprehension of information  Knowledge or skill for effective adoption of SharePoint Document Management System	Provide employees a how-to experience and also a know-why experience  Motivate the individual to learn more about SharePoint Document Management System
Persuasion Stage	Attitude to SharePoint Document Management System  Discussion of new behavior with others  Formation of positive image of SharePoint Document Management System  Support for the benefits from the system	Provide information supporting the decision  Identify employees, who tend to be early adopters

Decision Stage	<p>Intention to seek additional information about SharePoint Document Management System</p> <p>Intention to try to use the system</p>	<p>Involving employees</p> <p>Providing information on what SharePoint Document Management System has to offer them</p> <p>Demo and explanation on how SharePoint works, how good it is and why people will benefit from using it</p>
Implementation	<p>Acquisition of additional information about SharePoint Document Management System</p> <p>Use of the system on regular basis</p> <p>Continued use of the system</p>	<p>Make employees aware of how to acquire the system and how to receive technical support and training</p>
Confirmation Stage	<p>Recognition of the benefits of using SharePoint Document Management System</p> <p>Integration of the system into ongoing routine</p> <p>Promotion of the system to others</p>	<p>Continue to provide information even after people's adoption decisions are made</p>

Table 4: Suggestion of user adoption plan

By using Rogers' adoption decision model, OPF can learn and plan the diffusion of SharePoint in the organization. OPF can influence the decision process by providing the right



information at different stages of the process. Different information sources and communication channels that employees use should be followed and taken care of by the management team of the organization. A responsible manager/leader should continuously observe the information seeking behavior of the employees, especially those who tend to be early adopters.

Implementation of a new Document Management System can be seen as a big change in the organization because it effects everyone. By having a clear user adoption strategy, OPF would be able to successfully move users from File Server to SharePoint Document Management System. Based on the model above, OPF could create a strategy divided into four stages as following:

- Awareness: everyone (manager, employees, internal and external users) is aware of the project objectives, activities and timeline
- Shared understanding: everyone (manager, employees, internal and external users) understands the project and how the change will impact them
- Shared commitment: everyone (manager, employees, internal and external users) agrees with the project objectives and support the change
- Adoption: everyone (manager, employees, internal and external users) commits to the change and has responsibility for the project's success

Communication and training plan are important parts of adoption plan. As shown above, communication goes throughout the project. Right information to the right persons at the right time maybe the key words for communication. When introducing the project across the organization, it is important to ensure the common understanding of the conception. Project details should be as articulated as possible. When communication is not clear and concise, it may lead to confusion and negative response.

# 6 Conclusions

In this chapter, first the research question and sub-questions that were proposed in chapter 1 are answered. After that, the main contributions of this research are presented. After the contributions are outlined, future recommendations for OPF are given. Finally, the limitations and suggestions for future research are provided.

## 6.1 Research question

Following research question has been presented:

*“How to move users to SharePoint Document Management System from the traditional File Server?”*

Further, the sub-questions have been identified as important to answer throughout the research to help to clarify the main question. These sub-questions are:

- *“What is Document Management?”*
- *“How do users resist changes from File Server to SharePoint Document Management System?”*
- *“What is user adoption?”*
- *“How to reach the critical mass?”*

The analysis of the research question can be split into two parts. The first part was presented in chapter 2 and it answered the sub-questions through a review of the literature. By answering the sub-questions, the answers to the main research is quite far solved. The second part applied the findings from chapter 2 to the case of OPF.

The answers of the research question *“How to move users to SharePoint Document Management System from the traditional File Server?”* can be summarized by the following keywords: encouragement, motivation, involvement, proving benefits, training and support.

The main objectives of OPF were to be identified to apply to the main research question. OPF’s current situation of management of document is not optimal. Both SharePoint and File

Server are open and users could choose where they want to keep and manage their files on, with the exception of projects and group/department common files. OPF wants to upgrade SharePoint and make a new Document Management System. The new SharePoint based Document Management System will keep documents in order and help users to work more effectively.

Implementing a new system in an organization always faces big challenges for both organization and the end users. The leaders/managers have to be able to understand the users' requirements, encourage them to take responsibility and give them a good training program. There are both advantages and disadvantages in using SharePoint for Document Management, but most of the interviewees at OPF prefers File Server as it's easy and it covers most of their needs. In addition, existing SharePoint Document Management System facilitates very little collaboration at OPF; the project folders are being the single point of sharing. These issues must be focused on when a new SharePoint Document Management is being implemented.

It has been seen that OPF maintains both File Server and SharePoint Server for documents. Firstly, OPF lacks management commitment and does not have a clear document strategy. Documents have no common way to be created, stored and managed. Moreover, there is waste of time and cost by allowing files stored in both places and not registered where to store, which version it is and who has done what with the files. SharePoint's benefits of Document Management are seen, but too little has been done to use it. There is no encouragement to the employees to learn and to use SharePoint. Further, SharePoint Document Management is used in the same way as File Server, i.e. folders in folders, which can be difficult to organize when amount of data increased more and more. At last and most important, OPF lacks user adoption when SharePoint was implemented. In addition, users are more or less left on their own to find out things, learn by themselves to use if they are interested or when it is necessary.

Users need time to do the transition from File Server to SharePoint Management System because it has impact on them, such as changes of the routines that they have been doing for years. Users should be involved and encouraged to take responsibility in changing process.

To increase the adoption rate of a new technology in the organization, peers should provide continuous feedback, support and encouragement for users so that they can master the skills

within a short period of time. Employees are influenced by others in their network in adopting as many employees do not want to be left behind.

The findings encourage organizations to develop training programs for employees so that they can use the new system more effectively. Organizations need to design training and other programs that motivate employees to adopt and use the system. To implement SharePoint Document Management System that enhance changes and requirements of new skills, organizations must recognize the employees' characters and behaviors, as well as their ability to acquire new thing. Otherwise, there will be fears, negative attitudes and resistance to SharePoint.

From the analysis, it follows that the current SharePoint Document Management System has not shown to be correct/suitable for OPF. For the new project of new SharePoint Document Management System, OPF can consider a process and an adoption plan with purpose of increase employees' awareness and commitment to the new system. This includes managing the user resistance, archiving the critical mass and following employees through the five stages of a process of knowledge, persuasion, decision and confirmation.

The analysis and the theoretical model suggested and presented in this study provides a potentially fruitful area for further research, and hopefully contribution to knowledge. It has practical implications for organizations, managers and the employees concerned with taking up a new technology in the organization.

## **6.2 Implications for theory and practice**

Outcome of this research shows some interesting theoretical and practical insights.

First, it appears that organizations that do not have a clear document strategy can encounter problems in managing documents in both File Server and SharePoint, because it is not clear how and where files should be and who is responsible for what. This finding is consistent with prior literature, which emphasizes that document strategy helps "sorting things out" and managing document correctly and effectively.

Another finding is that organizations should be able to convince employees the benefits of SharePoint Document Management System when changing from File Server. When

employees can see these benefits, they should be encouraged and lead to be active in using the system.

There are also drawbacks of SharePoint Document Management System. Implementation of it may result in complex structures and frustrating user experiences. Organizations need to have expertise and a good plan to deal with the challenges that SharePoint brings in.

Furthermore, having a SharePoint based Document Management System replacing File Server, means changing and modernizing document management. It implies getting away from the old way that is not good enough. Using metadata instead of folders in SharePoint could be a better way to store, organize documents, and avoid making SharePoint becoming a complex file share on the web.

The study shows that lack of knowledge and a good plan for implementation of SharePoint can lead to an unused system. Employees have too little interest to learn and try using it. They are not being encouraged to use it. In addition, they have option to continue using the old system, which they are used to and comfortable with. The organizations lack a clear document strategy and good communication, information will not be provided properly to the users. Involvement of users from the beginning is therefore necessary to get them to take responsibility and have commitment to the project, which again can get them interested in using the new system. Rather than throwing a new system at users and then wondering why they are resistant, include users in the process and show them how the system can bring benefits to them.

The study also recognizes that lack of training is a big problem. Users are spending much more time to learn and find out how things work. This can cause skeptical attitude, negative feelings and resistance. These problems could be avoided if the users have received enough information and training.

It has also been seen throughout the research that lack of user adoption can result in resistance from users. The finding shows that communication and training plan are important in the adoption process. Organizations need a good adoption plan to achieve the goal of moving all users to the new system. Rogers' Innovation Decision Process is one of the models that organizations can use to make the adoption plan. This includes five stages (The Knowledge

Stage, The Persuasion Stage, The Decision Stage, The Implementation Stage and The Confirmation Stage).

Organizations can have different objectives of SharePoint Document Management System. Some organizations may force employees to use it by giving them no other choices, some may keep it open like having both SharePoint Document Management System and File Server up so employees can choose what they feel comfortable to work with. However, they should have a clear document strategy and be able to sort things out, what and where to store data. For successful implementation of SharePoint Document Management System, organizations should have a good user adoption including communication and training plan.

## **6.3 Limitations of the study**

This section will review a few limitations of the thesis by approaching the study from a critical perspective. The limitations should be kept in mind when interpreting the findings of this study but they do not diminish the trustworthiness of this study. As this study focuses on user adoption of SharePoint Document Management System, it would be possible to explore a larger scope than done in this research because there are several angles that could be taken into account. Nevertheless, the scope of this thesis needed to be narrowed down into one specific area, which is why it was chosen to focus mainly on the users' perspective.

Accordingly, one limitation is that this was a case study based on one organization, which means that the results may not apply to other organizations. This limits the possibility to generalize the results, but possible similar trends in other organizational environments can be discussed.

Although the number of interviewees in this study, 16, may sound many, it is still not a big number of total 80 employees in OPF. However, it seems to represent the entire personnel fairly well.

The data collection method of the interviews may have affected the results of this study because it was obvious that the most active document creating and sharing users would take part in it while the passive users who seldom need any documents would not tell their experience. The same will apply new employees who don't have experience on how SharePoint was presented.

Furthermore, since the data sample used in the study was relatively small (one case company), no generalizations can be drawn from the research findings. The aim of the study was not to test a hypothesis or to generalize based on the findings, but to identify the users' needs and opinions, which are important for the process of moving users from File Server to SharePoint Document Management System.

## **6.4 Suggestions for future research**

Based on the findings and the study conducted at OPF, it is obvious that building a new Document Management System without involving users is not a successful way to provide employees a better solution. Therefore, one interesting area for further research would be to examine the role end users play in implementing and developing new solution in the future.

Furthermore, there are several interesting areas in this study that were only discussed in brief but that could be researched further. First of all, since the present study focused on studying the Document Management System from the users' point of view, the perspective of other groups – for example, developers and leaders – could be studied. Second, a similar study is recommended to be repeated in the same case organization in a couple of years when the improvement ideas of this study have been implemented and the next version of the SharePoint Document Management System has been taken in use at OPF.

Finally, another direction for further research would be to carry out a similar study of SharePoint Document Management System in other types of organizations. It would be interesting to make comparisons between organizations in terms of how it is used.

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# Appendix A: Interview Guide

## Generelt

- Beskriv hva din enhet/avdeling jobber med.
- Hva er din rolle?

## Informasjon

- Hvilken informasjon har du behov for i din arbeidshverdag?
- Hvor ofte møter du problem med å finne dokumenter du trenger?

## Kommunikasjon og samarbeid

- Hvem deler du dokumentene kontinuerlig med? Hvordan og hvorfor?
- Hva anser du som dagens største barrierer for dokumenthåndtering?
- Hva anser du som dagens største barrierer for samarbeid?
- Er det noe du savner i din arbeidshverdag?

## Dokumenthåndtering i SharePoint

- Hvordan bruker du dokumenthåndtering i SharePoint i dag?
- Dersom ikke bruker i dag:
  - o Hva tror du ligger i SharePoint?
  - o Hva anser du som den største barrieren for bruk av SharePoint Dokumenthåndtering?
- Hva anser du som de 3 viktigste funksjonene?
- Hvordan tror du SharePoint kan hjelpe deg med å bryte ned barrierene du nevnte tidligere?
- Når trenger du tilgang til dokumentene (kun på jobb, hjemme, på farten)?

- Hvordan tror du SharePoint Dokumenthåndtering kan skape verdi i din arbeidshverdag / hvilken funksjonalitet trenger?
- Hva skal til for at du ønsker å bruke SharePoint til dokumenthåndtering?

#### Diverse

- Andre ting du mener er viktig for deg å gå fra filserver til SharePoint?

# Appendix B: Interviews

## Interview 1

### Generelt

- Beskriv hva din enhet/avdeling jobber med.
- Hva er din rolle?
- Informasjon
- Hvilken informasjon har du behov for i din arbeidshverdag? *Jeg gir mer informasjon enn jeg henter. Får ofte informasjonen jeg trenger gjennom møter og på mail. I kraft av å være leder trenger jeg en enkel mulighet til å slå opp/ hvor jeg finner skjema til internt bruk.*
- Hvor ofte møter du problem med å finne dokumenter du trenger? *bruker ferielister, personalhåndbok. Nyheter er litt gamle. Det er ofte jeg ikke er innom SharePoint i løpet av en dag. Jeg forventer ikke at det skal ligge noe der, ingen nyheter. Vi har ikke noen kultur for å videreformidle ting på intranett, nå gjør vi det via mail, møter eller ansikt-til-ansikt. Vi trenger en primusmotor for dette. Kanskje vi kan sende det til en person som kan dette og gjør det fort. Vi må ha noen med et eieransvar for å legge ut nyheter og dra ut informasjon fra andre. Jeg tenker ikke at jeg kan legge det ut på intranett – hvis noen spør om jeg har noe kan jeg absolutt komme med relevante nyheter.*

### Kommunikasjon og samarbeid

- Hvem deler du dokumentene kontinuerlig med? Hvordan og hvorfor? *Har behov for å hente opp informasjon om status på ulike områder, rapporter og sammenstilling av informasjon – tid brukt på restansetall, produksjonstall, status på om ting er gjort eller ikke.*
- Hva anser du som dagens største barrierer for dokumenthåndtering? *Skoen trykker mer hos saksbehandlere. Deling av dokumentasjon og deling av dokumenter kan være krevende i henhold til hvor lagres.*

- Hva anser du som dagens største barrierer for samarbeid? *Konkretiserer: en teknologisk løsning jeg kan tenke meg er en oppdatering om morgningen på intranett – hvor mange medlemmer har vi, hvor mange er pensjonist, hvor mange søknader har vi. Når pensjonsutbetaling er gått - hvor mange penger har gått, har de vært innom alle kontrollpunkt, ha f.eks. grønne punkt for punkter de har vært gjennom (kryss for kontroller som er utført) = prosesskart som er levende. Vi har i dag mange prosesser. Vi jobber mye om å få på plass kontroller og beskrivelser.*
- Er det noe du savner i din arbeidshverdag? *”Like”-funksjon har jeg savnet i blant når jeg får mail. Sender mail tilbake med hvor jeg skriver ”like” istedenfor. Jeg trenger en bedre ferieliste – dette er et excel ark som påvirkes etter hver person som har vært inne å fylle inn. Er heller ikke mulig å gjøre endringer etter at filen er lagret. Farlig at man ikke kan rulle tilbake til en tidligere versjon.*

#### Dokumenthåndtering i SharePoint

- Hvordan bruker du dokumenthåndtering i SharePoint i dag? *ikke veldig ofte, men av og til. Min utfordring – jeg samhandler mye i møter som gjerne andre ikke er lengre nede i systemet.*
- Dersom ikke bruker i dag:
- Hva tror du ligger i SharePoint?
- Hva anser du som den største barrieren for bruk av SharePoint Dokumenthåndtering? *Formidle rutiner, prosesser og faglige avklaringer, samt gjøre dette lett tilgjengelig for andre. Her trykker skoen mest. Hvor ligger det? På filserveren eller på SharePoint? Noen av mine har prøvd å legge ut, men det oppleves som en stor brukerterskel. Det er ikke satt av tid til å lære dette. Vet ikke om terskelen er høy til å bruke SharePoint eller om vi har satt for liten opplæringstid. Pt har vi ikke noen god base for rutiner, vi venter på at noe skal skje. Det har vært annonsert at Intranett skal bli bedre så ingen har lyst til å bruke tid på å investere i noe. Har teknologien noen elegante løsninger? Spørsmålet er hvordan vi skal strukturere det – vi har faglige ting, system (hvordan legge inn i fagsystemer), rutiner (hva skal hentes inn, når skal brev sendes), overordnet prosess (hvordan starte og slutte). Dette må være lett tilgjengelig,*

*og hvordan kan teknologien hjelpe oss med dette? Jeg tenker en overordnet prosess hvor rutiner kan være innlemmet, men hvor skal det faglige komme inn?*

- *Hva anser du som de 3 viktigste funksjonene? Trenger noen med ansvar for intranett – en som har overordnet ansvar, kan være han kan få noen allierte, men viktigst med overordnet ansvar.*
- *Hvordan tror du SharePoint kan hjelpe deg med å bryte ned barrierene du nevnte tidligere? Pensjonsavdelingen jobber mye med prosesser – trenger en mer helhetlig tilnærming nå som vi er blitt et konsern. ESOP – kan vi gjøre noe mer ut i fra dette? Kan man hente ut statistikker og bruke det som styringsverktøy. Kan info om status sende til medlemmer. "Kanskje vi savner en definisjon av Intranett?" Hva skal intranett brukes til, hva skal det ikke brukes til?" Dette vil sikre kommunikasjon og at vi ikke prater forbi hverandre. Hva definerer du som en prosess og hva definerer du som en rutine. Kan disse gå i hverandre? I hvilken grad kan SharePoint binde folk sammen?*
- *Når trenger du tilgang til dokumentene (kun på jobb, hjemme, på farten)? Tilgjengelig 24/7*
- *Hvordan tror du SharePoint Dokumenthåndtering kan skape verdi i din arbeidshverdag / hvilken funksjonalitet trenger? Viktigst er et oppslagsverk på regler og rutiner på prosessnivå. Bevissthet rundt bedriftskultur (hjelpe til å støtte oppunder dette). Når jeg har vært med på prosjekter har det vært god prosjektdokumentasjon med milepæler etc. – jeg liker tanken bak, men layoutmessig og på navigering er det potensial for forbedring.*
- *Hva skal til for at du ønsker å bruke SharePoint til dokumenthåndtering? Bedriftskultur så vi kommer litt nærmere hverandre enn det man får via kaffetrakteren. I den grad et SharePoint kunne gjort noe uformelt hadde det vært bra. Gjøre terskelen lavere til å kommunisere med enkeltpersoner. Brukertilskel: hvordan den er designet i dag, opplæring og formål med intranett. Hvis man får noe igjen for å bruke det så blir det brukt.*



- *Dokumentlagring er en viktig sak, men vi er nødt til å få en bedre policy internt på dokumentlagring. Vi har navnestandard, men disser er ikke så gode fordi de har noe former for logiske brukt. Trenger en klar og tydelig policy på dokumentasjonslagring.*

#### Diverse

- *Andre ting du mener er viktig for deg å gå fra filserver til SharePoint? I perspektivet som leder – det å få oversikt og kontroll på prosesser som styringsverktøy. Ikke la så mye info ligge gjemt i dokumenter i en filstruktur. Mer felles informasjon – dette vil også kunne knytte oss mer sammen. De på finans kan gå inn på sidene og se at vi sender ut 175 mill. Vi kan se at i dag har de på Finans kjøpt aksjer på 21 mill.*

## Interview 2

### Generelt

- Beskriv hva din enhet/avdeling jobber med.
- Hva er din rolle?

### Informasjon

- Hvilken informasjon har du behov for i din arbeidshverdag? *Det som er fint med SharePoint i dag: jeg finner forsikringsbevis og vilkår inne på personskadesiden. Vi har en del oppslags-ting som ligger internt – hvilke leger og spesialister bruker vi etc. Vi har et ark som vi registrerer barn-/elevulykker. Så vi bruker SharePoint annerledes i dag enn for to år siden. Har sett at personalboken ligger der. Intranett er mye bedre i dag enn for 2 år siden*
- Hvor ofte møter du problem med å finne dokumenter du trenger?

### Kommunikasjon og samarbeid

- Hvem deler du dokumentene kontinuerlig med? Hvordan og hvorfor? *Vi har av og til kontakt med pensjon grunnet gruppeliv. Vi får en liste fra pensjon for å betale ut erstatning. Når personer blir uføre kan vi være i kontakt med pensjon. Først henter jeg fullmakt fra personen som er skadet, deretter kan jeg gå inn til pensjon og få personens informasjon. Vi betaler også en del journaler, og da har vi kontakt med regnskap. Informasjonsdeling: vi har møter annenhver uke hvor vi tar opp det som skjer. Vi er avhengig av å samarbeide for å løse saker. Det er kort vei til sjef og andre medarbeidere for å snakke om saker. Primære kommunikasjonskanal er face-to – face fordi vi sitter så tett. Sender saker til rådgivende lege og eksterne advokater. Har også kontakt med utredningsselskapet dersom det er uklarhet rundt hendelsen. Med eksterne er det derfor en del mailkontakt.*
- *Jeg går til SharePoint for å finne dokumenter som er lastet opp der for oss å bruke. Det er leder som deler informasjon med oss og vi bare bruker de.*
- Hva anser du som dagens største barrierer for dokumenthåndtering? *Vet ikke helt hva som ligger inne på SharePoint så det er mulig det ligger noen funksjoner der jeg*

*burde brukt. Kanskje det skulle vært en opplæring i hva som egentlig ligger på SharePoint. Kanskje det burde vært litt info om dette til alle?*

- Hva anser du som dagens største barrierer for samarbeid? *Ingen. Vi sitter ganske skjermet og fint og vi kan derfor snakke høyt fordi alle jobber med det samme og folk er engasjerte og ønsker å bidra. Dersom vi hadde sittet åpent som mange andre så tror jeg det ville vært vanskeligere med samarbeid.*
- Er det noe du savner i din arbeidshverdag? *Det kunne sikkert vært enda flere ting inne på personskadesområdet. Men, den er veldig bra for oss. Vi trenger ikke så mye ark – mindre rot.*

#### Dokumenthåndtering i SharePoint

- Hvordan bruker du dokumenthåndtering i SharePoint i dag? *SharePoint er 100 ganger bedre enn for 2 år siden. Jeg tror hele avdelingen jobber mer effektivt når vi har den fellesbasen.*
- Dersom ikke bruker i dag:
  - Hva tror du ligger i SharePoint?
  - Hva anser du som den største barrieren for bruk av SharePoint Dokumenthåndtering?
- Hva anser du som de 3 viktigste funksjonene? *Dokumentlagring med versjonering hadde vært fint. Dette synes jeg er det viktigste.*
- Hvordan tror du SharePoint kan hjelpe deg med å bryte ned barrierene du nevnte tidligere?
- Når trenger du tilgang til dokumentene (kun på jobb, hjemme, på farten)? *Kun på jobb*
- Hvordan tror du SharePoint Dokumenthåndtering kan skape verdi i din arbeidshverdag / hvilken funksjonalitet trenger? *Jobber mer effektivt, har alt på et sted*
- Hva skal til for at du ønsker å bruke SharePoint til dokumenthåndtering? *Opplæring gir forståelse og kunnskap om bruk av SharePoint*

## Diverse

- Andre ting du mener er viktig for deg å gå fra filserver til SharePoint? *Så lenge usikker på SharePoint, vil filserver fortsatt være trygg å bruke*

### Interview 3

- Generelt
- Beskriv hva din enhet/avdeling jobber med? *Alle utbetalinger hver måned (pensjonister eller midlertidig/permanent uføre) – direkte kommunikasjon med disse.*
- Hva er din rolle?

### Informasjon

- Hvilken informasjon har du behov for i din arbeidshverdag? *Regelverket som blir lagt ut på juridisk, ferielister, skjemaer jeg trenger i forhold til sykefravær, evalueringer, personal- og lederhåndbok.*
- Hvor ofte møter du problem med å finne dokumenter du trenger?

### Kommunikasjon og samarbeid

- Hvem deler du dokumentene kontinuerlig med? Hvordan og hvorfor? *Jeg er kanskje den som har brukt intranett minst av alle – liker ikke intranett slik det brukes i dag. Det har vært et fritt anarki, dette funker ikke og jeg har ikke tro på det. Det er ikke min måte å kommunisere på.*
- Hvordan kommuniserer du? *Vi har to morgenmøter per uke som vi kjører for alle. Har fellesområder med filstruktur. Vi er veldig avhengig av at andre er flinke til å strukturere og legge ut rutiner så dette bruker vi som oppslagsverk. Jeg har en tavle som jeg oppdaterer et par ganger i uken. Dette kunne selvfølgelig lagt på et intranett. Er hele tiden mye en-til-en snakk*
- Hva anser du som dagens største barrierer for dokumenthåndtering? *SharePoint er tungvint.*
- Hva anser du som dagens største barrierer for samarbeid? *Ikke alle er like skarpe på it-verktøy. Dette er litt generasjonsspørsmål- noen har større terskel for å ta i bruk ny teknologi.*
- *Strukturen på intranett gjenspeiler siloer. Et intranett bør kunne motvirke silotenkning*

- Er det noe du savner i din arbeidshverdag? *Vi mangler et fagbibliotek – en form for wikipedia hvor vi har en struktur som er søkbar og hvor vi kan tagge emner (gammelt regelverk, endringer, når gjorde vi endringer) rutiner og retningslinjer, fagmateriell og opplæringsverktøy. Alt som er viktig i arbeidshverdagen (faglige). Intranett skal gi merverdi i den jobben hver enkelt utfører.*

## Dokumenthåndtering i SharePoint

- Hvordan bruker du dokumenthåndtering i SharePoint i dag? *Bruker ikke hvis jeg ikke må. Som sagt har avdelingen min egen mappe i filserver og der bruker vi mest.*
- Dersom ikke bruker i dag:
  - Hva tror du ligger i SharePoint?
  - Hva anser du som den største barrieren for bruk av SharePoint Dokumenthåndtering? *For tungvint*
- Hva anser du som de 3 viktigste funksjonene? *God struktur er veldig viktig '+. Sosiale ting på intranett er mer en informasjonsbærer. Timeregistrering fungerer i dag, men den er veldig manuell. Den bør forbedres.*
- Hvordan tror du SharePoint kan hjelpe deg med å bryte ned barrierene du nevnte tidligere? *Fagbibliotek, søkefunksjon, Dynamiske linker mot ulike lover, regelverk i NAV, en dynamisk linker.*
- Når trenger du tilgang til dokumentene (kun på jobb, hjemme, på farten)? *24/7. Nyttige funk på mobil – nyheter, rapporter for egen del og andre, regelverk som raskt kan slå opp i.*
- Hvordan tror du SharePoint Dokumenthåndtering kan skape verdi i din arbeidshverdag / hvilken funksjonalitet trenger? *Jeg er veldig opptatt av å utvikle en faglig kilde. Dette må være søkbart med mye tagging som gjøre det mulig å ha et aktivt forhold til det*
- Hva skal til for at du ønsker å bruke SharePoint til dokumenthåndtering? *Et SharePoint intranett som også skal benyttes dels som et arbeidsverktøy*

## Diverse

- Andre ting du mener er viktig for deg å gå fra filserver til SharePoint?

## Interview 4

### Generelt

- Beskriv hva din enhet/avdeling jobber med.
- Hva er din rolle?

### Informasjon

- Hvilken informasjon har du behov for i din arbeidshverdag? *Det som har med lønnsimporten/ lønnsfiler å gjøre. Jeg deler informasjon om hvordan vi ligger an (hvilke filer har vi mottatt, statusoversikt etc.)*
- Hvor ofte møter du problem med å finne dokumenter du trenger?

### Kommunikasjon og samarbeid

- Hvem deler du dokumentene kontinuerlig med? Hvordan og hvorfor? *Mail er primær kommunikasjonskanal. Jeg kommuniserer kontinuerlig med aktuar, pensjonsavdelingen.*
- Hva anser du som dagens største barrierer for dokumenthåndtering? *Det har ikke vært noe vits i å bruke SharePoint tidligere.*
- Hva anser du som dagens største barrierer for samarbeid? *Barrierer for kommunikasjon mail kommer i tekst form. Det hadde vært greit å ha en side hvor man kan se tingene istedenfor. Synes informasjon blir litt dårlig og lite interessant når det kommer på mail*
- Er det noe du savner i din arbeidshverdag?

### Dokumenthåndtering i SharePoint

- Hvordan bruker du dokumenthåndtering i SharePoint i dag? *Bruker lite i dag. Vi har akkurat begynt å se på det så det har ikke vært vits i å bruke det tidligere. Vi har hatt litt prosjekter på SharePoint (prosjektområder)*
- Dersom ikke bruker i dag:



- Hva tror du ligger i SharePoint?
- Hva anser du som den største barrieren for bruk av SharePoint Dokumenthåndtering? *Frykten for teknologi (det er en del eldre her).*
- Hva anser du som de 3 viktigste funksjonene?
- Hvordan tror du SharePoint kan hjelpe deg med å bryte ned barrierene du nevnte tidligere?
- Når trenger du tilgang til dokumentene (kun på jobb, hjemme, på farten)? *Hadde vært fint å ha noe hjemme. Kontaktlister til virksomheter.*
- Hvordan tror du SharePoint Dokumenthåndtering kan skape verdi i din arbeidshverdag / hvilken funksjonalitet trenger? *Felles, søkbar*
- Hva skal til for at du ønsker å bruke SharePoint til dokumenthåndtering? *Kan være greit med en gjennomgang.*

#### Diverse

- Andre ting du mener er viktig for deg å gå fra filserver til SharePoint? *Må være enkelt. Må være oversiktlig. Må få en gjennomgang når det lanseres*

## Interview 5

### Generelt

- Beskriv hva din enhet/avdeling jobber med.
- Hva er din rolle?

### Informasjon

- Hvilken informasjon har du behov for i din arbeidshverdag?: *Innhente informasjon fra arbeidsgivere, purring. Info om vedtekter, fortsettelsesforsikring. Referater fra seksjonsmøter.*
- Hvor ofte møter du problem med å finne dokumenter du trenger? *Dokumentasjon som vi aktiverer selv eller gjennom info på møter. Ingenting er samlet. Hadde vært kjempe fint å få alt vi trenger blir samlet inn på et sted.*

### Kommunikasjon og samarbeid

- Hvem deler du dokumentene kontinuerlig med? Hvordan og hvorfor? *Alle på min avdeling. Vi har et felles område i SharePoint hvor vi kan hente informasjon, møtereferater, men lite oppdatert. Henter fortsatt dokumenter fra filserver og det er fare for at dokumentene ikke er i den nyeste versjon*
- Hva anser du som dagens største barrierer for dokumenthåndtering? *Vanskelig å vite hvor ting er. Vanskelig å søke frem til riktig dokument*
- Hva anser du som dagens største barrierer for samarbeid? *Ingen, kan lett få hjelp*
- Er det noe du savner i din arbeidshverdag? *Det hadde vært bra med mer kunnskapsdeling, at informasjon blir lagt ut til alle (saksinformasjon).*

### Dokumenthåndtering i SharePoint

- Hvordan bruker du dokumenthåndtering i SharePoint i dag? *Leser det som har blitt lagt ut*
- Dersom ikke bruker i dag:

- Hva tror du ligger i SharePoint?
- Hva anser du som den største barrieren for bruk av SharePoint Dokumenthåndtering?
- Hva anser du som de 3 viktigste funksjonene?
- Hvordan tror du SharePoint kan hjelpe deg med å bryte ned barrierene du nevnte tidligere? *Oppdatert, relevant informasjon (mye ligger der inne i dag)*
- Når trenger du tilgang til dokumentene (kun på jobb, hjemme, på farten)? *Kun på jobb*
- Hvordan tror du SharePoint Dokumenthåndtering kan skape verdi i din arbeidshverdag / hvilken funksjonalitet trenger? *Vi har enormt mye prosjekter, vi aner ikke hva som skjer her. Dette bør legges ut slik at vi vet hva som skjer her på huset. Det hadde vært veldig fint.*
- Hva skal til for at du ønsker å bruke SharePoint til dokumenthåndtering? *Opplæring*

#### Diverse

- Andre ting du mener er viktig for deg å gå fra filserver til SharePoint?

## Interview 6

### Generelt

- Beskriv hva din enhet/avdeling jobber med.
- Hva er din rolle?

### Informasjon

- Hvilken informasjon har du behov for i din arbeidshverdag? *Egne rutiner, utenforstående rutiner (f.eks. finanstillsynet), arbeidsverktøy. Vi har lagt inn linker til finanstillsynet, til egne rutiner, til spesifikke ting, til hvitvasking, tinglysningsregisteret, kredittvurderingsregister etc.*
- Hvor ofte møter du problem med å finne dokumenter du trenger?

### Kommunikasjon og samarbeid

- Hvem deler du dokumentene kontinuerlig med? Hvordan og hvorfor? *Inkasso er viktig - vi har inkasso for pensjon og regnskap fører det som kommer inn. På utlån gir vi lån til ansatte. Alle må ha tilgang til denne informasjonen på våre sider. Intranettet bør være oppdelt mer på funksjon ikke avdelinger. Områder som skjer på tvers.*
- Hva anser du som dagens største barrierer for dokumenthåndtering? *Ingen*
- Hva anser du som dagens største barrierer for samarbeid? *Ingen*
- Er det noe du savner i din arbeidshverdag? *Et enklere verktøy. Flere skal kunne samarbeide slik at det ikke blir så personavhengig. Mer brukervennlig. Ønsker bilder på alle personer. Vet hvem som er ny, hvem som er konsulenter, hvor de jobber.*

### Dokumenthåndtering i SharePoint

- Hvordan bruker du dokumenthåndtering i SharePoint i dag? *Vi har alt elektronisk og hver enkelt kan lett finne verktøyer en trenger på ett og samme sted. Da bruker vi ikke så mye tid på å finne ting, vi går der man finner all info.*
- Dersom ikke bruker i dag:

- Hva tror du ligger i SharePoint?
- Hva anser du som den største barrieren for bruk av SharePoint Dokumenthåndtering?
- Hva anser du som de 3 viktigste funksjonene? *Individuelt tilpassede sider, tilgangkontroll, oversiktlig. Det er viktig at det ikke er bygget opp så avdelingsvis (mapper), men heller etter funksjon og området man jobber på.*
- Hvordan tror du SharePoint kan hjelpe deg med å bryte ned barrierene du nevnte tidligere?
- Når trenger du tilgang til dokumentene (kun på jobb, hjemme, på farten)?
- Hvordan tror du SharePoint Dokumenthåndtering kan skape verdi i din arbeidshverdag / hvilken funksjonalitet trenger? *Finner det som du trenger, enkel tilgang, enkel måte å dele med andre, det er kun ett sted å gå, har ikke så mange systemer å forholde seg til.*
- Hva skal til for at du ønsker å bruke SharePoint til dokumenthåndtering?

#### Diverse

- Andre ting du mener er viktig for deg å gå fra filserver til SharePoint?

## Interview 7

### Generelt

- Beskriv hva din enhet/avdeling jobber med. *Bevilger lån*
- Hva er din rolle?

### Informasjon

- Hvilken informasjon har du behov for i din arbeidshverdag? *Utlånssystemet for å få informasjon*
- Hvor ofte møter du problem med å finne dokumenter du trenger? *Er fornøyd*

### Kommunikasjon og samarbeid

- Hvem deler du dokumentene kontinuerlig med? Hvordan og hvorfor? *Deler informasjon fortrinnsvis kun med kollegaer. Dette er relatert til nytt eller brukt rundt lån (info når noe ikke virker, eller virker igjen via samlemail).*
- Hva anser du som dagens største barrierer for dokumenthåndtering? *Det er vrient å få til å bruke det. Men, dersom noe er så viktig å få inn så går man og får hjelp. Synes ikke egentlig dette er en barriere. Hvis det er for enkelt vil folk legge ut for mye. De som ikke bruker det trenger en liten smekk på fingeren. Lederen gjør en dårlig jobb.*
- Hva anser du som dagens største barrierer for samarbeid? *Ingen barrierer for kommunikasjon eller samarbeid.*
- Er det noe du savner i din arbeidshverdag? *Funksjonalitet på mobilen: se om det er noe nytt*
- Dokumenthåndtering i SharePoint
- Hvordan bruker du dokumenthåndtering i SharePoint i dag? *Bruker hverdag og er fornøyd. Får det jeg trenger til å gjøre jobben min og samarbeide med andre i avdelingen.*
- Dersom ikke bruker i dag:

- Hva tror du ligger i SharePoint?
- Hva anser du som den største barrieren for bruk av SharePoint Dokumenthåndtering?
- Hva anser du som de 3 viktigste funksjonene? *Nytte, trivsel, nysgjerrighet, samhold*
- Hvordan tror du SharePoint kan hjelpe deg med å bryte ned barrierene du nevnte tidligere?
- Når trenger du tilgang til dokumentene (kun på jobb, hjemme, på farten)? *Kun på jobb*
- Hvordan tror du SharePoint Dokumenthåndtering kan skape verdi i din arbeidshverdag / hvilken funksjonalitet trenger? *Vi er nødt til å bruke det hver dag. Vi har mange linker og skjemaer liggende på lån sine lukkede områder. Tror vi kan formidle noe til resten av avdelingen – det står allerede ganske mye på våre områder.*
- Hva skal til for at du ønsker å bruke SharePoint til dokumenthåndtering? *Hvordan det er lagt opp vil jo ha noe å si på dette spørsmålet. Ordregreier fra direktøren vil være viktig for alle. I min arbeidshverdag er det viktig at intranettet er tilgjengelig, det er rimelig enkelt å finne det jeg ønsker å finne – god søkemotor (ikke alltid jeg lykkes med i dag fordi det kommer opp så mange treff).*

#### Diverse

- Andre ting du mener er viktig for deg å gå fra filserver til SharePoint?

## Interview 8

### Generelt

- Beskriv hva din enhet/avdeling jobber med.
- Hva er din rolle?

### Informasjon

- Hvilken informasjon har du behov for i din arbeidshverdag? *Mitt ansvarsområde om hva som skjer i skadeutvikling, status på saker (bra/dårlig), Info om selskapet (budsjett tid etc.), Rammebetingelser rundt lovverk og forskrifter. Hva gjør LO, finans Norge etc. Mye ekstern informasjon.*
- Hvor ofte møter du problem med å finne dokumenter du trenger? *10 – 15 ganger om dagen sender jeg mail for å få svar på ting. Beveger meg også en del mellom avdelinger.*

### Kommunikasjon og samarbeid

- Hvem deler du dokumentene kontinuerlig med? Hvordan og hvorfor? *Avdelingen min, juridisk, ledelse. Per mail og møte*
- Hva anser du som dagens største barrierer for dokumenthåndtering? *Vår avdeling har mye papir. Vi trenger en elektronisk arkiv.*
- Hva anser du som dagens største barrierer for samarbeid?
- Er det noe du savner i din arbeidshverdag? *Trenger elektronisk arkivering – bruker papir arkivering i dag. Det er en god del som er en del hjemmesnekret: utgifts-refusjoner og reiseregninger, timeregistrering, ferie. Dette fungerer så det er ikke en stor sak, men vil gjøre hverdagen litt greiere.*

### Dokumenthåndtering i SharePoint

- Hvordan bruker du dokumenthåndtering i SharePoint i dag? *Bruker hele tiden. Vi lagrer ting et sted - skal du oppdatere så gjøres alt på et sted. Trodde ikke dette kom*



*til å gå, men det var kjempe lurt. F.eks vilkår ble oppdatert og kunne finnes et sted – kunne tenke meg noe tilsvarende hos OPF. Det er ikke oversiktlig og lett tilgjengelig i dag.*

- Dersom ikke bruker i dag:
  - Hva tror du ligger i SharePoint?
  - Hva anser du som den største barrieren for bruk av SharePoint Dokumenthåndtering?
- Hva anser du som de 3 viktigste funksjonene? *Et og bare ett sted for å finne/hente informasjon, et sted for å gi informasjon. For at ansatte skal bruke det må de få nytte ut av det.*
- Hvordan tror du SharePoint kan hjelpe deg med å bryte ned barrierene du nevnte tidligere?
- Når trenger du tilgang til dokumentene (kun på jobb, hjemme, på farten)?
- Hvordan tror du SharePoint Dokumenthåndtering kan skape verdi i din arbeidshverdag / hvilken funksjonalitet trenger? *Det vil være arbeidsbesparende hvis alt er tilgjengelig ett sted – lett for ansatte å finne. Det har også verdi som en kulturbygger.*
- Hva skal til for at du ønsker å bruke SharePoint til dokumenthåndtering? *Må se en tydelig verdi med det for at det skal tas i bruk.*

#### Diverse

- Andre ting du mener er viktig for deg å gå fra filserver til SharePoint?

## Interview 9

### Generelt

- Beskriv hva din enhet/avdeling jobber med.
- Hva er din rolle?

### Informasjon

- Hvilken informasjon har du behov for i din arbeidshverdag? *Fagopplysninger om fagfeltet (forsikringsbiten, forsikringsavtaler, avtaler på bygninger, kontakinfo på alle mennesker som jeg bør ha kontakt med). Finner denne informasjonen gjennom egne forsikringssystemer, Outlook, filstrukturer i systemet. Lovdata i ulike former, finner dette i ulike databaser. Fra forbund – finans Norge (nettsider eller kontaktpersoner).*
- Hvor ofte møter du problem med å finne dokumenter du trenger?

### Kommunikasjon og samarbeid

- Hvem deler du dokumentene kontinuerlig med? Hvordan og hvorfor? *Finans, regnskap, økonomi, aktuar. Egentlig hele organisasjonen. Deler informasjon via mail, face-to-face eller møte. E-mail primær kommunikasjonskanal.*
- Hva anser du som dagens største barrierer for dokumenthåndtering? *Samkjøring mellom OF og OPF sine systemer.*
- Hva anser du som dagens største barrierer for samarbeid? *Samkjøring*
- Er det noe du savner i din arbeidshverdag? *Vi har i dag to systemer: vi har vårt gamle system (OF er sin egen juridiske avdeling, det må nødvendigvis være dette). Ingen felles kalendere, mange ulike e-mailer. Vi har blitt lovet at det skal bli bedre.*

### Dokumenthåndtering i SharePoint

- Hvordan bruker du dokumenthåndtering i SharePoint i dag? *Bruker nesten ikke*
- Dersom ikke bruker i dag:
  - o Hva tror du ligger i SharePoint?

- Hva anser du som den største barrieren for bruk av SharePoint Dokumenthåndtering?
- Hva anser du som de 3 viktigste funksjonene? *Informasjon om andre deler av organisasjonen. Dette er nok det jeg bruker i dag. Når vi kommer på blir det å dele info om OF til øvrige.*
- Hvordan tror du SharePoint kan hjelpe deg med å bryte ned barrierene du nevnte tidligere?
- Når trenger du tilgang til dokumentene (kun på jobb, hjemme, på farten)? *Kunne tenke meg tilgang overalt. Jeg jobber hele tiden. På mobilen er det viktigst å få tilgang til kontaktnettet.*
- Hvordan tror du SharePoint Dokumenthåndtering kan skape verdi i din arbeidshverdag / hvilken funksjonalitet trenger? *Tidsbesparende*
- Hva skal til for at du ønsker å bruke SharePoint til dokumenthåndtering? *Det å finne fram - vi bruker en del tid på å søke samt å bytte systemer.*

#### Diverse

- Andre ting du mener er viktig for deg å gå fra filserver til SharePoint? *Så lenge man ikke mister funksjonalitet er det bare positivt å få samlet alt et sted.*

## Interview 10

### Generelt

- Beskriv hva din enhet/avdeling jobber med.
- Hva er din rolle?

### Informasjon

- Hvilken informasjon har du behov for i din arbeidshverdag?
- Hvor ofte møter du problem med å finne dokumenter du trenger?

### Kommunikasjon og samarbeid

- Hvem deler du dokumentene kontinuerlig med? Hvordan og hvorfor?
- Hva anser du som dagens største barrierer for dokumenthåndtering? *Det går rykter om at det er vanskelig*
- Hva anser du som dagens største barrierer for samarbeid?
- Er det noe du savner i din arbeidshverdag? *Brukere må lære seg å bruke Sharepoint. Dem som ikke ønsker å lære seg det må være passive og kun ta i mot informasjon.*

### Dokumenthåndtering i SharePoint

- Hvordan bruker du dokumenthåndtering i SharePoint i dag?
- Dersom ikke bruker i dag:
  - o Hva tror du ligger i SharePoint?
  - o Hva anser du som den største barrieren for bruk av SharePoint Dokumenthåndtering?
- Hva anser du som de 3 viktigste funksjonene? *Et system for fillagring, versjonskontroll, tilgangskontroll og søk.*

- Hvordan tror du SharePoint kan hjelpe deg med å bryte ned barrierene du nevnte tidligere?
- Når trenger du tilgang til dokumentene (kun på jobb, hjemme, på farten)?
- Hvordan tror du SharePoint Dokumenthåndtering kan skape verdi i din arbeidshverdag / hvilken funksjonalitet trenger?
- Hva skal til for at du ønsker å bruke SharePoint til dokumenthåndtering? *Vi burde stengt filserveren vår. Vi skal bruke Sharepoint og da mener jeg at nye filer som skal lagres hos oss må inn i filsystemet til Sharepoint. Vi kan bruke migrasjon tool til å overføre alle eksisterende filer til SharePoint for å få de i riktige kategorier og metadata...*

#### Diverse

- Andre ting du mener er viktig for deg å gå fra filserver til SharePoint? *Noen bruker det til prosjektområdet der de kan legge opp filer og informasjon.*

Hva er det folk spør om hjelp til?

- *Vi har problemer med å bruke SharePoint-funksjonaliteten. Den er lite intuitiv og det skaper problemer med å komme i gang. Det kreves en del opplæring for å kunne bruke denne funksjonaliteten.*
- *Det har hele veien vært lite engasjement. Noen har vært pådrivere, spesielt enkelte avdelingsledere. De som har behov for et arbeidsområde*

Hvordan ble første versjon lansert?

- *Vi kjøpte inn SharePoint for å bruke til ESOP. Vi så at vi ikke hadde et intranett – SharePoint kan brukes som intranett. Jeg brukte en dag på å sette opp linker og vise hvordan det kan se ut. Sendte denne til H., han tok den med til ledergruppen. Her var det halleluja og dette var kjempe flott. Dette bruker vi. Vi gjorde noen få justeringer og deretter publiserte det. Det var ikke noen markering. Nei, H. gjorde en demo av det. Så vær så god, bruk det ☺*

- *J. framla det som det nye publiseringsverktøy. Nyheter skal kun på intranett, ikke på epost. Publiseringssiden var dårlig, denne har V. endret for ca 2 år siden. Denne er til gjengjeld vanskeligere å bruke. Det ligger en oppskrift om hvordan den skal bruke...*

Hvilke funksjoner som ligger på intranett i dag synes du fungerer bra/dårlig?

- *Arbeidsområdene/ avdelingssidene som de er blitt vant til å bruke (disse bør tas videre)*
- *Prosjektområder som opprettes per prosjekt. Noen har nok dødd ut og kan fjernes underveis. Andre må tas videre*
- *Basewiki og utviklingswiki er veldig bra*
- *Søkefunksjonalitet synes jeg er bra. Passer på at jeg har nøkkelinfo som er bra å søke på. Synes denne er best*

Hva synes du mangler av funksjonalitet? (hva er tilbakemeldingene?)

- *Ansattes katalog med bilde, navn, funksjon, bakgrunn. Kan gjøre research før møtet eller andre settings.*
- *Noen i organisasjonen skal sette i gang å organisere filkatalogen. Da skjønner de ikke hva vi driver med her.*
- *Er imot killer applikasjon – f.eks. timeføring. Jeg har laget timeføringsapplikasjon og det er mye jobb. Tror ikke vi får noe særlig igjen for det.*

Terskel

- *lære systemet*
- *Ser ikke poenget med å bruke det. Er ikke en del av jobben min, det er ikke min arbeidsoppgave, ekstra aktivitet.*

## Interview 11

### Generelt

- Beskriv hva din enhet/avdeling jobber med.
- Hva er din rolle?

### Informasjon

- Hvilken informasjon har du behov for i din arbeidshverdag?
- Hvor ofte møter du problem med å finne dokumenter du trenger? *Det er ikke definert hvem som har ansvar for hva. F.eks. dersom det er feil i systemer kommer fem mailer fordi de som sitter ute i bedriften vet ikke hvem de skal sende det til. De forventer at noen skal gjøre noe med det – ingen svarer fordi ikke noen har ansvar. Informasjonsflyten er ikke riktig. Alle antar at det ikke er deres ansvar.*

### Kommunikasjon og samarbeid

- Hvem deler du dokumentene kontinuerlig med? Hvordan og hvorfor? *Vi har laget en del egne ting på IKT som kun vi bruker. Det som jeg bruker av felles ting er nyheter, ferielister, egenmelding, personalhåndbok*
- Hva anser du som dagens største barrierer for dokumenthåndtering? *I dag ligger all dokumentasjon og informasjon på en filserver – du drukner litt her.*
- Hva anser du som dagens største barrierer for samarbeid? *Man finner ikke riktig person. Må lete for å finne riktig person. Det tror jeg er kulturen. Vi kommer fra ulike steder og er generelt veldig ulike. OPF er ikke flink til å bygge en felles kultur. Jeg samarbeider godt med aktuar (private bedrifter) og medlem (yngre mennesker). De som har vært her lenge er vanskelig å samarbeide med.*
- Er det noe du savner i din arbeidshverdag? *Liker ikke globale søk for her finner man ingenting. Trenger kategorisering og logisk rekkefølge i henhold til hvordan man jobber (systemutviklings wiki) Her er alt organisert og har struktur. Dette vil vise hva som skal leses først.*

### Dokumenthåndtering i SharePoint

- Hvordan bruker du dokumenthåndtering i SharePoint i dag? *Mest innen IKT/prosjektområder.*
- Dersom ikke bruker i dag:
  - Hva tror du ligger i SharePoint?
  - Hva anser du som den største barrieren for bruk av SharePoint Dokumenthåndtering?
- Hva anser du som de 3 viktigste funksjonene? *Dokumentdeling (maler, søknader etc. som må fylles ut i prosjektprosessen)*
- Hvordan tror du SharePoint kan hjelpe deg med å bryte ned barrierene du nevnte tidligere? *Kan skape verdi ved å gjøre ting enklere og effektivisere arbeidsdagen.*
- Når trenger du tilgang til dokumentene (kun på jobb, hjemme, på farten)? *Bestandig*
- Hvordan tror du SharePoint Dokumenthåndtering kan skape verdi i din arbeidshverdag / hvilken funksjonalitet trenger?
- Hva skal til for at du ønsker å bruke SharePoint til dokumenthåndtering?

#### Diverse

- Andre ting du mener er viktig for deg å gå fra filserver til SharePoint?
- Hvordan? *Strukturer systemutviklingsområdet i form av folders. Da kan man lett se oversikt over hva som finnes der og igjen kan man klikke seg til det dokumentet man trenger.*



## Interview 12

### Generelt

- Beskriv hva din enhet/avdeling jobber med.
- Hva er din rolle?

### Informasjon

- Hvilken informasjon har du behov for i din arbeidshverdag? *Alminnelige rettskilder – mye lovdata, pensjonsvedtektene. Jeg oppdaget tidlig at det som står i vedtektene, også har du historiske vedtekter, også har du rettigheter til historiske vedtekter, også har du styringsvedtak som ligger til grunn, men disse kildene er ikke tilgjengelig for oss. Vi ønsker tilgjengelig informasjon fra kommunevedtak og styringsvedtak. Nyansatte trenger å vite hvilke beslutninger som er gjort bakover i tid. A. er den som sitter med det meste av kunnskapen.*
- Hvor ofte møter du problem med å finne dokumenter du trenger?

### Kommunikasjon og samarbeid

- Hvem deler du dokumentene kontinuerlig med? Hvordan og hvorfor? *Nesten daglig med nesten alle enheter på huset. Ofte er det de som kommer til meg. Er først og fremst innenfor pensjon, men jeg er også mot aktuar, leder for personskade, kapitalforvaltning, og IT særlig A. er veldig sentral i forhold til implementering av nye regelverk. Også andre veien, vi utfyller hverandre. Også H. i forhold til samssvarkontroll.*
- Hva anser du som dagens største barrierer for kommunikasjon? *Ingen barrierer for kommunikasjon – vi er en liten og kompakt organisasjon der det er lett å ta kontakt på tvers. Rent sosialt har det blitt litt mindre kontakt grunnet to etasjer, men ikke for det faglige.*
- Hva anser du som dagens største barrierer for samarbeid?
- Er det noe du savner i din arbeidshverdag? *Har et veldig sterkt ønske om en tilrettelagt side, kan søke på det som er relevant uten det globale treffet. Har ikke hatt noe opplæring. Når jeg begynte her satt jeg meg ned med hjemmesiden og la ut linker for*

*lover og regler. Men stoppet opp fordi jeg ikke klarte å legge ut mer. Savner et godt verktøy for å legge ut avklaringer og faginformatjon. Slik at dette blir et attraktivt sted for å finne info istedenfor å komme til oss. Vi får mange avbrudd i arbeidsdagen fordi folk kommer å spørre.*

## Dokumenthåndtering i SharePoint

- Hvordan bruker du dokumenthåndtering i SharePoint i dag?
- Dersom ikke bruker i dag:
  - o Hva tror du ligger i SharePoint?
  - o Hva anser du som den største barrieren for bruk av SharePoint Dokumenthåndtering?
- Hva anser du som de 3 viktigste funksjonene?
- Hvordan tror du SharePoint kan hjelpe deg med å bryte ned barrierene du nevnte tidligere?
- Når trenger du tilgang til dokumentene (kun på jobb, hjemme, på farten)? *Hele arbeidsdagen. Får jo mulighet via pc hjemme samt via pc hvor som helst.*
- Hvordan tror du SharePoint Dokumenthåndtering kan skape verdi i din arbeidshverdag / hvilken funksjonalitet trenger? *Dokumentlagring- saker knyttet til medlemmer har vi et arkiv som fyller alle kriteriene til det. Vi har definitivt behov for lagring som ikke er knyttet til enkeltsaker.*
- Hva skal til for at du ønsker å bruke SharePoint til dokumenthåndtering?  
*Brukervennlighet*

## Diverse

- Andre ting du mener er viktig for deg å gå fra filserver til SharePoint?

## Interview 13

### Generelt

- Beskriv hva din enhet/avdeling jobber med.
- Hva er din rolle?

### Informasjon

- Hvilken informasjon har du behov for i din arbeidshverdag? *Er registret på regjeringen så jeg får info der. Ellers inne på lovdata som ligger på intranett. Bruker intranettet som en informasjonskilde der det er mulig. Sjekker det hver dag. Parametere i forhold til regnskapsloven ved beregning av pensjonskostnader.*
- Hvor ofte møter du problem med å finne dokumenter du trenger?

### Kommunikasjon og samarbeid

- Hvem deler du dokumentene kontinuerlig med? Hvordan og hvorfor?
- Hva anser du som dagens største barrierer for kommunikasjon? *Kommuniserer mest med dem som er i samme avdeling og sender derfor ikke mange mail. Tar meg turen til pultene dersom jeg lurar på ting som er mer IT rettet. Fornøyd med kommunikasjon.*
- Hva anser du som dagens største barrierer for samarbeid? *Heller ingen barrierer for samarbeid. For 2 år siden ville jeg si at det var dårlig samarbeid på tvers av organisasjonen.. Hvorfor bra nå? Vi har fått en leder som har vært tydelig på at når man jobber sammen i prosjekt så er man ansvarlig for oppgavene man er blitt tillagt – det er ikke kun prosjektleder som er ansvarlig. Vi har også jobbet veldig mye med holdninger og prosjektkulturen.*
- Er det noe du savner i din arbeidshverdag?

### Dokumenthåndtering i SharePoint

- Hvordan bruker du dokumenthåndtering i SharePoint i dag? *Dokumentlagring er ikke et stort behov. Kan være kjekt å ha, men ser ikke den største verdien av det.*

- Dersom ikke bruker i dag:
  - Hva tror du ligger i SharePoint?
  - Hva anser du som den største barrieren for bruk av SharePoint Dokumenthåndtering?
- Hva anser du som de 3 viktigste funksjonene? *Det skal være oversiktlig, Det skal være lett tilgjengelig, Det skal være lett å finne fram i.*
- Hvordan tror du SharePoint kan hjelpe deg med å bryte ned barrierene du nevnte tidligere?
- Når trenger du tilgang til dokumentene (kun på jobb, hjemme, på farten)?
- Hvordan tror du SharePoint Dokumenthåndtering kan skape verdi i din arbeidshverdag / hvilken funksjonalitet trenger?
- Hva skal til for at du ønsker å bruke SharePoint til dokumenthåndtering? *Må være oversiktlig og lett tilgjengelig. Enkelt å finne det man lurte på slik at man ikke trenger å gå til admin hver gang.*

#### Diverse

- Andre ting du mener er viktig for deg å gå fra filserver til SharePoint?

## Interview 14

### Generelt

- Beskriv hva din enhet/avdeling jobber med.
- Hva er din rolle?

### Informasjon

- Hvilken informasjon har du behov for i din arbeidshverdag? *Det er en del informasjon som ledergruppen framskaffer og det er ikke noe jeg kan finne på intranett. Mye av den infoen jeg trenger finner jeg i styresaker. Alt som er innen personalområdet har jeg i mine egne regneark. Finanstilsynet og Lovdata bruker jeg. Vi har økonomimøter.*
- Hvor ofte møter du problem med å finne dokumenter du trenger? *Styrende dokumenter (investeringsstrategier, budsjett, retningslinjer og instruksjer) – dette trenger vi å få tilgjengelig. I dag sitter kanskje den ansvarlige med dette på U, så sender man den på mail også begynner noen å jobbe på den, eller at eieren gjør endringer uten at andre har fått det med seg.*

### Kommunikasjon og samarbeid

- Hvem deler du dokumentene kontinuerlig med? Hvordan og hvorfor?
- Hva anser du som dagens største barrierer for dokumenthåndtering? *Utfordringen i dag er at vi har en filserver og SharePoint. 70% -80% vet nok ikke hvordan de bruker SharePoint.*
- Hva anser du som dagens største barrierer for samarbeid? *Dokumenter er personavhengig – en ansvarlig sitter på masteren på sitt private hjemmeområde. Sender denne videre til andre på mail – resulterer i at eier kan endre uten at andre vet det, samt at andre kan endre uten at eier vet. Hvem sitter tilslutt på masteren?*
- Er det noe du savner i din arbeidshverdag? *I dag er det mye en-til-en og en-til-to/tre kommunikasjoner. Vi trenger en bevisstgjøring blant de ansattes så de skjønner at det ligger ganske mye på SharePoint og at de kan søke.*

## Dokumenthåndtering i SharePoint

- Hvordan bruker du dokumenthåndtering i SharePoint i dag? *Bruker en del, men behøver fortsatt hjelp til å legge ut når det gjelder deling, tilgang og rettighet*
- Dersom ikke bruker i dag:
  - o Hva tror du ligger i SharePoint?
  - o Hva anser du som den største barrieren for bruk av SharePoint Dokumenthåndtering?
- Hva anser du som de 3 viktigste funksjonene?
- Hvordan tror du SharePoint kan hjelpe deg med å bryte ned barrierene du nevnte tidligere?
- Når trenger du tilgang til dokumentene (kun på jobb, hjemme, på farten)? *På jobb*
- Hvordan tror du SharePoint Dokumenthåndtering kan skape verdi i din arbeidshverdag / hvilken funksjonalitet trenger? *Dokumentasjonslagring – dette er veldig viktig. 70% som ligger på filserver i dag kan nok slettes, men ingen tør å gjøre det fordi de har ikke ansvarsfølelse for det.*
- Hva skal til for at du ønsker å bruke SharePoint til dokumenthåndtering? *Det er en del begrensninger, i henhold til rettigheter som gjør det tungvint å legge ut. Jeg tror ikke vi skal være redd for å åpne opp for større og bredere rettigheter. Vi må få det mer levende slik at det blir et naturlig sted å søke etter informasjon.*

## Diverse

- Andre ting du mener er viktig for deg å gå fra filserver til SharePoint? *Vi er litt gammeldags. Vi har ikke en IT-strategi som henger helt sammen med forretningsstrategien. Vi har vel egentlig ikke en klar IT strategi heller.*

## Interview 15

### Generelt

- Beskriv hva din enhet/avdeling jobber med.
- Hva er din rolle? *Jeg er litt potet som gjør mye forskjellig. Vi bruker ESOP, folkeregisteret, forskjellig med registrering av biler da bruker vi Paris, Aggresso, Sentralbordet, Netigate i forhold til spørreundersøkelser som sendes ut via mail, bestillinger i staples. Gir felles informasjon f.eks. posten går tidligere i dag, vann som er skrudd av, bestilling av kalendere. Dette går via mail. Det er eneste mulighet hvor folk får det kjapt med seg*

### Informasjon

- Hvilken informasjon har du behov for i din arbeidshverdag?
- Hvor ofte møter du problem med å finne dokumenter du trenger?

### Kommunikasjon og samarbeid

- Hvem deler du dokumentene kontinuerlig med? Hvordan og hvorfor? *Fakturering for B. på regnskap. Jeg får en bunke med vedlegg som skal scannes og lagres ett og ett med navn og nummer, lage fakturaene, hente opp vedlegg. Det er en prosess. Overføringssaker kan ta tid hvis vi får store bunker med en og en person. Vi får per post som jeg skal legge inn digitalt.*
- Hva anser du som dagens største barrierer for dokumenthåndtering? *Vi har fått det litt enklere ved at vi har fått innvalg på telefonen. Det er mye mas i en resepsjon når man har andre oppgaver vi skal gjøre (printer, skaffe/bytte tonere, kaffemaskiner). Kanskje info kan ligge digitalt eller vi sender en mail på det.*
- Hva anser du som dagens største barrierer for samarbeid?
- Er det noe du savner i din arbeidshverdag? *Jeg tror ikke jeg savner noe*

### Dokumenthåndtering i SharePoint

- Hvordan bruker du dokumenthåndtering i SharePoint i dag? *I dag bruker jeg SharePoint til å gå inn på ESOP, telefonliste, personalthåndbok, våre rutiner ligger der, hvis jeg skal endre noe i rutineboken vår så går jeg innom der.*
- Dersom ikke bruker i dag:
  - Hva tror du ligger i SharePoint?
  - Hva anser du som den største barrieren for bruk av SharePoint Dokumenthåndtering?
- Hva anser du som de 3 viktigste funksjonene? *nyheter – at vi blir flinkere til å bruke det, hva som skjer i de ulike avdelingene slik at vi får innblikk i hva som skjer i huset. Jeg savnet ansattgalleri (dette savnet jeg når jeg begynte)*
- Hvordan tror du SharePoint kan hjelpe deg med å bryte ned barrierene du nevnte tidligere?
- Når trenger du tilgang til dokumentene (kun på jobb, hjemme, på farten)? *Jeg bruker det daglig fordi det er en hovedside og jeg bruker ESOP via denne. Kun behov for tilgang på jobb*
- Hvordan tror du SharePoint Dokumenthåndtering kan skape verdi i din arbeidshverdag / hvilken funksjonalitet trenger? *Det er litt enklere å legge ut ting når jeg trenger det. Det er veldig tuklete å legge ut bilder. Irriterer meg at historiske ting forsvinner. Gamle ting bare forsvinner ("hadde vi ikke en bursdagsliste her?"). Det er en stopp også finnes ikke det gamle lengre.*
- Hva skal til for at du ønsker å bruke SharePoint til dokumenthåndtering?

#### Diverse

- Andre ting du mener er viktig for deg å gå fra filserver til SharePoint?



## Interview 16

### Generelt

- Beskriv hva din enhet/avdeling jobber med.
- Hva er din rolle?

### Informasjon

- Hvilken informasjon har du behov for i din arbeidshverdag? *Mye informasjon jeg trenger er på nett, Bloomberg, og på mail (får blant annet tilsendt rapporter).*
- Hvor ofte møter du problem med å finne dokumenter du trenger?

### Kommunikasjon og samarbeid

- Hvem deler du dokumentene kontinuerlig med? Hvordan og hvorfor? *Grunnen til at finans bruker intranett lite er fordi vi har to ulike maskiner. Vi har en maskin til Bloomberg og en til Citrix. Internett er mye kjappere via Bloomberg og derfor går vi ikke inn i Citrix. Mailen bruker jeg gjennom Citrix. Alt annet bruker jeg på den frittstående PCen. Nesten alle har to PCer hos oss. Jeg jobber tett sammen med R. Vi deler en del og da lagrer vi inn på fellesområdet W. Ellers sender vi mail (f.eks rapporter). Vi har ikke noe arkivsystem. Alle har vært sitt arkiv på mailboksen.*
- Hva anser du som dagens største barrierer for dokumenthåndtering? *Arkivsystem og SharePoint er en utfordring når vi har to forskjellige systemer. Jeg bruker mye linker inn til Bloomberg. Dersom jeg skal lime noe inn på Excel er det enklere å bruke den som er utenfor Citrix. Vi har derfor et fysisk hinder for bruk av Citrix og dermed SharePoint.*
- Hva anser du som dagens største barrierer for samarbeid?
- Er det noe du savner i din arbeidshverdag?

### Dokumenthåndtering i SharePoint

- Hvordan bruker du dokumenthåndtering i SharePoint i dag?

- Dersom ikke bruker i dag:
  - Hva tror du ligger i SharePoint?
  - Hva anser du som den største barrieren for bruk av SharePoint Dokumenthåndtering?
- Hva anser du som de 3 viktigste funksjonene?
- Hvordan tror du SharePoint kan hjelpe deg med å bryte ned barrierene du nevnte tidligere?
- Når trenger du tilgang til dokumentene (kun på jobb, hjemme, på farten)?
- Hvordan tror du SharePoint Dokumenthåndtering kan skape verdi i din arbeidshverdag / hvilken funksjonalitet trenger? *Usikker på dette fordi det vi driver med er veldig spesialisert. Ikke hemmelig, men kanskje ikke noe vits å dele. Usikker på effektivitetseffekten av å legge ut felles rapporter på et intranett.*
- Hva skal til for at du ønsker å bruke SharePoint til dokumenthåndtering? *For at jeg skal bruke SharePoint må det være noe jeg aktivt er søker etter der. Dersom vi skal trekkes inn der så er det noe vi må bruke hver dag. Time registrering er ett trekkplaster. Bloomberg krever egen autentisering så vi har fingeravtrykk på tastaturet – vi må ha Bloomberg og jeg er usikker på om den kan legges inn i Citrix.*

#### Diverse

- Andre ting du mener er viktig for deg å gå fra filserver til SharePoint?

# Appendix C: Open Coding

Open Codes extracted from Research Question “Hvordan bruker du document-håndtering i SharePoint i dag?”

Open code	Properties	Interviewees' phrases, sentences or words
Lite bruk	<p>Ha ikke behov</p> <p>Lite motivasjon</p> <p>Se ikke fordeler</p> <p>Lite kunnskap om hvordan å bruke</p>	<p><i>Ikke veldig ofte, men av og til</i></p> <p><i>Egen mappe i filserver og der bruker vi mest</i></p> <p><i>Bruker lite i dag</i></p> <p><i>Det har ikke vært vits i å bruke det tidligere</i></p> <p><i>Mest innen IKT/prosjektområder</i></p> <p><i>Dokumentlagring er ikke et stort behov. Kan være kjekt å ha, men ser ikke den største verdien av det</i></p> <p><i>Bruker en del, men behøver fortsatt hjelp til å legge ut når det gjelder deling, tilgang og rettighet</i></p>
Fornøyd med system	<p>Er fornøyd</p> <p>Felleskap</p>	<p><i>SharePoint er 100 ganger bedre enn for 2 år siden.</i></p> <p><i>Jeg tror hele avdelingen jobber mer effektivt når vi har den fellesbasen</i></p> <p><i>Leser det som har blitt lagt ut</i></p> <p><i>Vi har alt elektronisk og hver enkelt kan lett finne verktøyer en trenger på ett og</i></p>

		<i>samme sted. Da bruker vi ikke så mye tid på å finne ting, vi går der man finner all info.</i>  <i>Bruker hverdag og er fornøyd</i>  <i>Bruker hele tiden</i>
I mot å bruke	Unngå å bruke	<i>Bruker ikke hvis jeg ikke må</i>  <i>Bruker nesten ikke</i>
Kunne vært bedre	Behov for bedring av system	<i>Det er ikke oversiktlig og lett tilgjengelig i dag</i>

## Open Codes extracted from Interviewee 1

### Document Management (General)

Open code	Interviewee's phrases, sentences or words
Gammeldags	<i>Vi har ikke noen kultur for å videreformidle ting på intranett, nå gjør vi det via mail, møter eller ansikt-til-ansikt</i>
Mangel på policy	<i>Dokumentlagring er en viktig sak, men vi er nødt til å få en bedre policy internt på dokumentlagring. Vi har navnestandard, men disse er ikke så gode fordi de har noe former for logiske brukt. Trenger en klar og tydelig policy på dokumentasjonslagring.</i>
Eieransvar mangles	<i>Vi må ha noen med et eieransvar for å legge ut nyheter og dra ut informasjon fra andre</i>
Ingen regler for lagring	<i>Deling av dokumentasjon og deling av dokumenter kan være krevende i henhold til hvor lagres</i>

	<p><i>Hvor ligger det? På filserveren eller på SharePoint?</i></p> <p><i>Pt har vi ikke noen god base for rutiner, vi venter på at noe skal skje</i></p>
For mange prosesser	<p><i>Vi har i dag mange prosesser. Vi jobber mye om å få på plass kontroller og beskrivelser</i></p> <p><i>Ikke la så mye info ligge gjemt i dokumenter i en filstruktur</i></p>
Endringsrutiner sviktes	<p><i>Er heller ikke mulig å gjøre endringer etter at filen er lagret</i></p>
Versjonering mangles	<p><i>Farlig at man ikke kan rulle tilbake til en tidligere versjon</i></p>

### User Resistance (SharePoint)

<b>Open code</b>	<b>Interviewee's phrases, sentences or words</b>
System er vanskelig	<p><i>Noen av mine har prøvd å legge ut, men det oppleves som en stor brukerterskel</i></p>
Mangel på kunnskap	<p><i>Gjøre terskelen lavere til å kommunisere med enkeltpersoner</i></p>
Tvil på SharePoint	<p><i>Har teknologien noen elegante løsninger? Spørsmålet er hvordan vi skal strukturere det – vi har faglige ting, system (hvordan legge inn i fagsystemer), rutiner (hva skal hentes inn, når skal brev sendes), overordnet prosess (hvordan starte og slutte). Dette må være lett tilgjengelig, og hvordan kan teknologien hjelpe oss med dette?</i></p>
Mangel på opplæring	<p><i>Det er ikke satt av tid til å lære dette. Vet ikke om terskelen er høy til å bruke SharePoint eller om vi har satt for liten opplæringstid</i></p>

## User Adoption

Open code	Interviewee's phrases, sentences or words
Mangel på informasjon	<i>Jeg forventer ikke at det skal ligge noe der (Intranet)</i>  <i>Mer felles informasjon – dette vil også kunne knytte oss mer sammen</i>
Mangel på involvering av brukere	<i>Når jeg har vært med på prosjekter har det vært god prosjektdokumentasjon med milepæler etc. – jeg liker tanken bak, men layoutmessig og på navigering er det potensial for forbedring.</i>
Mangel på kommunikasjon	<i>Mer felles informasjon – dette vil også kunne knytte oss mer sammen</i>
Mangel på opplæring	<i>Det er ikke satt av tid til å lære dette. Vet ikke om terskelen er høy til å bruke SharePoint eller om vi har satt for liten opplæringstid</i>

## Critical Mass

Open code	Interviewee's phrases, sentences or words